

NEBRASKA CONTINUOUS QUALITY IMPROVEMENT (CQI)



Child Protection & Safety

Our Vision: Children are safe and healthy and have strong, permanent connections to their families.

Our Commitments:

1. Children are our #1 priority
2. We respect and value parents and families
3. We value partnerships
4. We are child welfare professionals


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Nebraska Federal Indicators Matrix September 2014

 Department of Health & Human Services DHHS NEBRASKA	Absence of Maltreatment Recurrence	Absence of Maltreatment in Foster Care	Timeliness and Permanency of Reunification	Timeliness of Adoption	Permanency for Children in Foster Care	Placement Stability
Federal Target:	94.60%	99.68%	122.6	106.4	127.7	101.5
Eastern	96.47%	99.47%	120.9	132.1	145.9	103.1
Southeast	93.76%	99.87%	131.0	123.8	147.8	100.6
Central	95.18%	100.00%	110.4	129.3	166.5	102.5
Northern	96.46%	99.87%	131.4	113.2	141.2	108.6
Western	93.50%	100.00%	103.1	141.5	166.7	107.1
State	95.39%	99.75%	120.7	126.3	148.4	103.0

 = Passing the Federal Indicator
 = Not Passing the Federal Indicator

* This chart was added to the CQI document in June 2014



Nebraska Federal Indicators Matrix

Division of Children and Family Services

	Absence of Maltreatment Recurrence					Absence of Maltreatment in Foster Care					Timeliness and Permanency of Reunification					Timeliness of Adoption					Permanency for Children in Foster Care					Placement Stability				
Federal Target:	94.60%					99.68%					122.6					106.4					127.7					101.5				
Dates	Mar-06	Jun-08	Jun-10	Jun-12	Jun-14	Mar-06	Jun-08	Jun-10	Jun-12	Jun-14	Mar-06	Jun-08	Jun-10	Jun-12	Jun-14	Mar-06	Jun-08	Jun-10	Jun-12	Jun-14	Mar-06	Jun-08	Jun-10	Jun-12	Jun-14	Mar-06	Jun-08	Jun-10	Jun-12	Jun-14
Eastern	92.8%	91.2%	91.4%	92.9%	97.03%	99.72%	99.68%	99.64%	99.62%	99.43%	118.4	110.0	115.4	111.9	114.85	76.1	101.6	107.3	100.4	131.49	141.4	141.6	146.3	152.2	150.61	88.1	88.9	91.6	97.7	103.24
Southeast	88.3%	91.7%	92.7%	88.5%	95.57%	99.75%	99.67%	99.73%	99.31%	99.94%	123.5	97.1	102.0	113.8	120.89	90.5	109.5	124.4	133.5	136.18	146.6	152.8	157.4	153.0	155.17	89.6	95.7	95.6	100.2	100.20
Central	92.2%	93.7%	95.5%	92.2%	94.94%	99.70%	99.58%	99.88%	99.88%	100.00%	125.1	102.5	118.1	122.5	113.53	80.1	131.6	102.2	148.5	118.62	158.2	151.9	138.8	177.0	166.72	83.8	88.3	90.7	95.2	102.36
Northern	90.3%	92.0%	93.9%	93.7%	95.93%	99.53%	99.74%	99.79%	97.95%	99.75%	115.0	125.3	126.5	126.2	124.11	94.8	112.4	138.4	119.0	132.27	145.6	156.9	155.8	169.5	158.13	87.6	83.6	89.4	93.2	111.13
Western	92.3%	95.0%	95.7%	91.7%	95.67%	99.73%	99.91%	99.78%	99.88%	99.67%	127.5	108.5	125.8	115.5	110.49	84.7	76.9	129.8	135.1	142.52	142.3	153.3	160.4	170.2	155.37	85.6	90.6	85.3	93.4	102.84
State	90.6%	92.1%	92.7%	91.4%	96.02%	99.70%	99.70%	99.72%	99.43%	99.70%	117.8	105.0	114.0	112.8	116.97	87.3	105.0	117.6	119.1	127.11	144.5	149.5	148.2	155.6	153.72	87.1	90.0	91.6	97.0	103.10

8/19/2014 Prepared by: A. Wilson

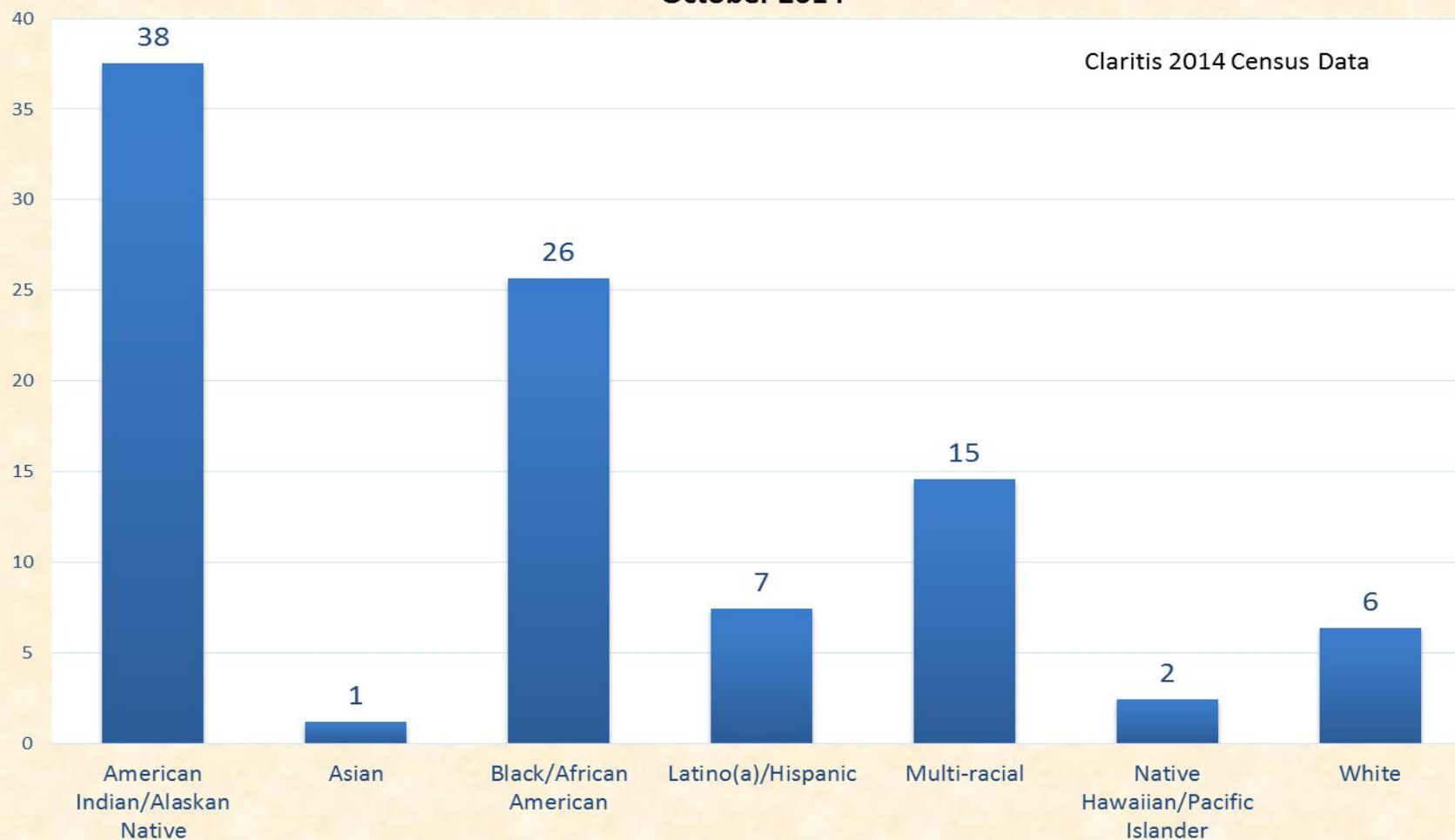
= Passing the Federal Indicator
 = Not Passing the Federal Indicator

* This chart was added to the CQI document in August 2014

Statewide Wards In Care Per 1000 Per Population Group

October 2014

Claritis 2014 Census Data



* Data includes Tribal Wards

CHAPTER 1: PREVENTION AND EARLY INTERVENTION

OUTCOME STATEMENT: CHILDREN AND FAMILY WILL HAVE TIMELY ACCESS TO THE SERVICES AND SUPPORT THEY NEED.

Goal Statement: Build infrastructure to support at-risk families;

- Primary Prevention – Targeted to general population, aimed at educating the public about child abuse and neglect, with the goal of stopping abuse before it happens.
- Secondary Prevention – Targeted to individual or families in which maltreatment is more likely
- Tertiary Prevention – Targeted toward families in which abuse has already occurred

Safely Decrease the Number of State Wards

Strengths/Opportunities:

Oct 2014: Reduction of 1,454 wards since January 2013.

* We have seen a 35% decrease in state wards since 2012.

Barriers:

Action Items:

*Completed:

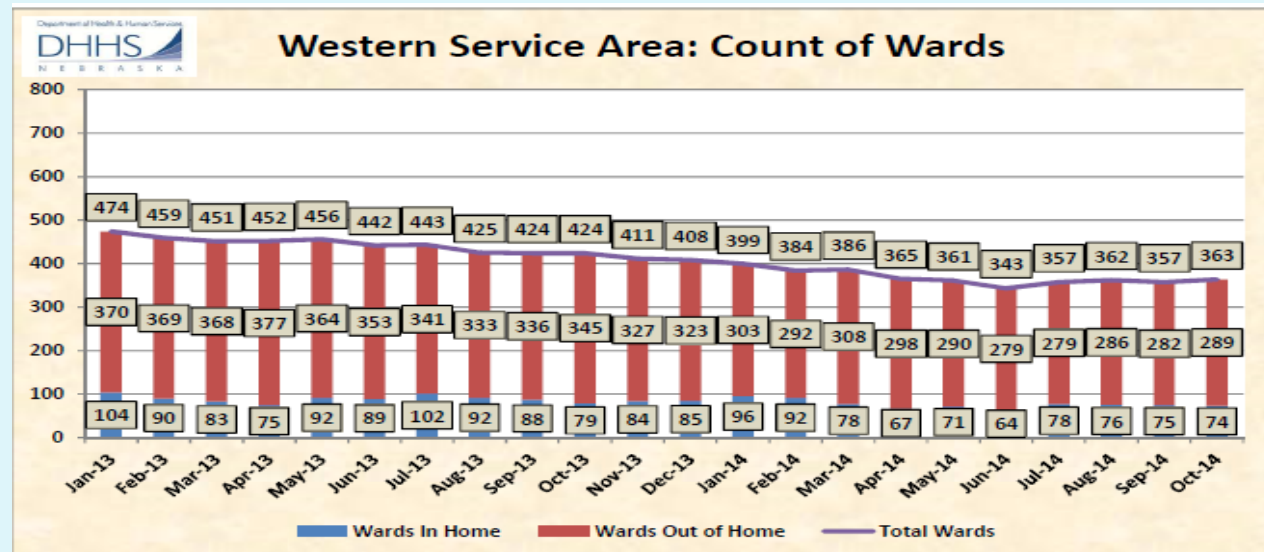
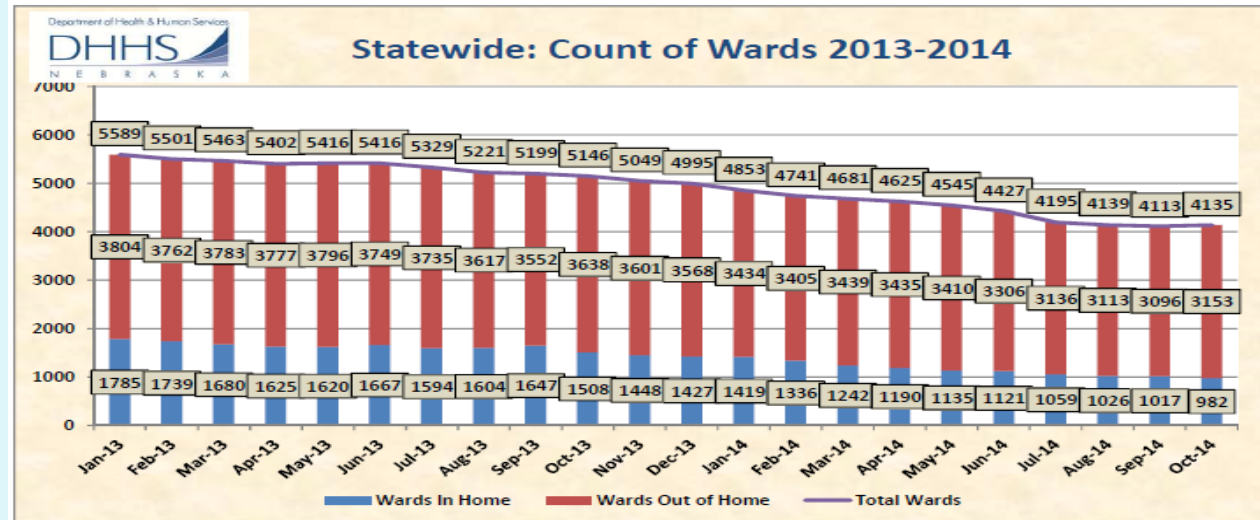
- 40 Day Focus Initiatives
 - A.) All wards living at home 60 days or more. 421 wards achieved permanency as a result of this initiative.
 - B.) All wards in out of home care over 180 days. 123 wards achieved permanency as a result of this initiative.
 - C.) OJS & 3B Youth. 228 wards achieved permanency as a result of this initiative.

*Planned:

CQI Team Priority:

* Statewide

OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need



*LB 961 directs DHHS to realign the Western, Central, and Northern Service Areas to be coterminous with the District Court judicial districts. The baseline data from July 2, 2012 reflects this geographical change.

Safely Decrease the Number of State Wards

Strengths/Opportunities:

Barriers:

Action Items:

**Completed:*

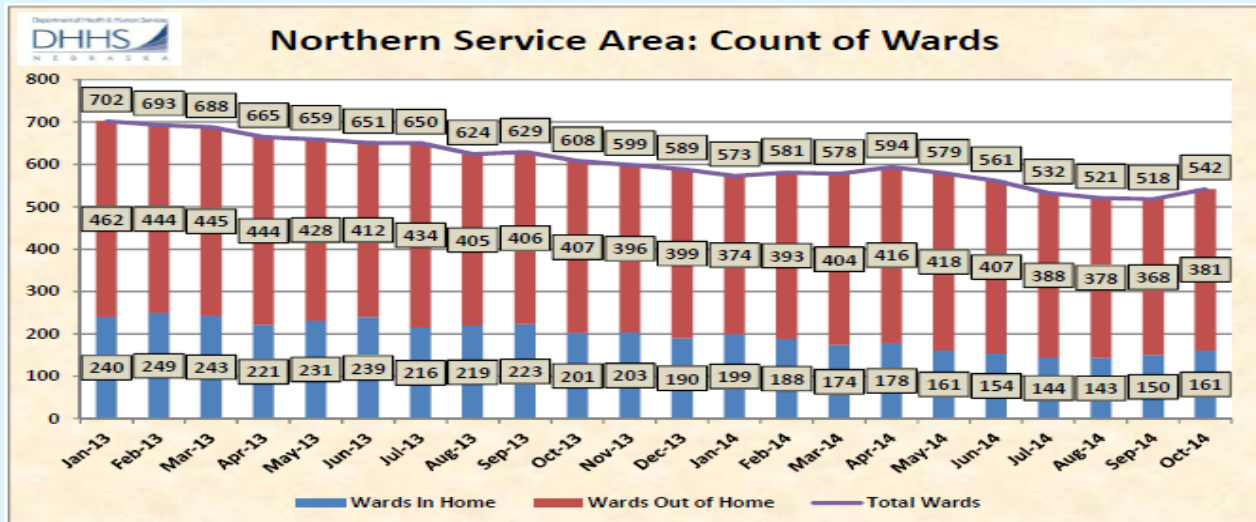
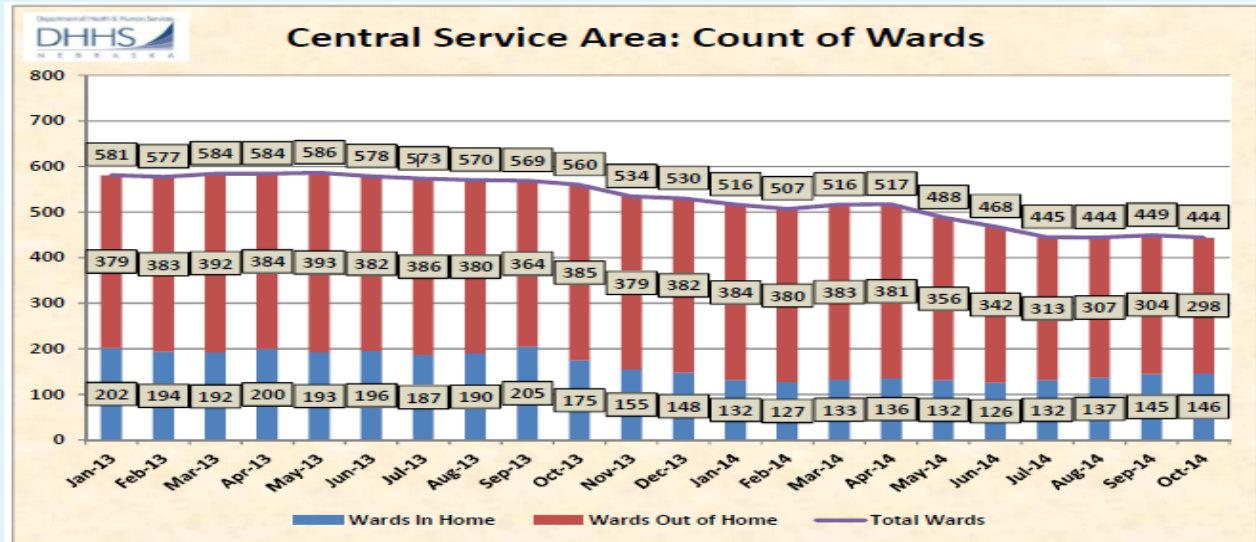
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* Statewide

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Data Review Frequency: Quarterly

Safely Decrease the Number of State Wards

Strengths/Opportunities:

Barriers:

Action Items:

**Completed:*

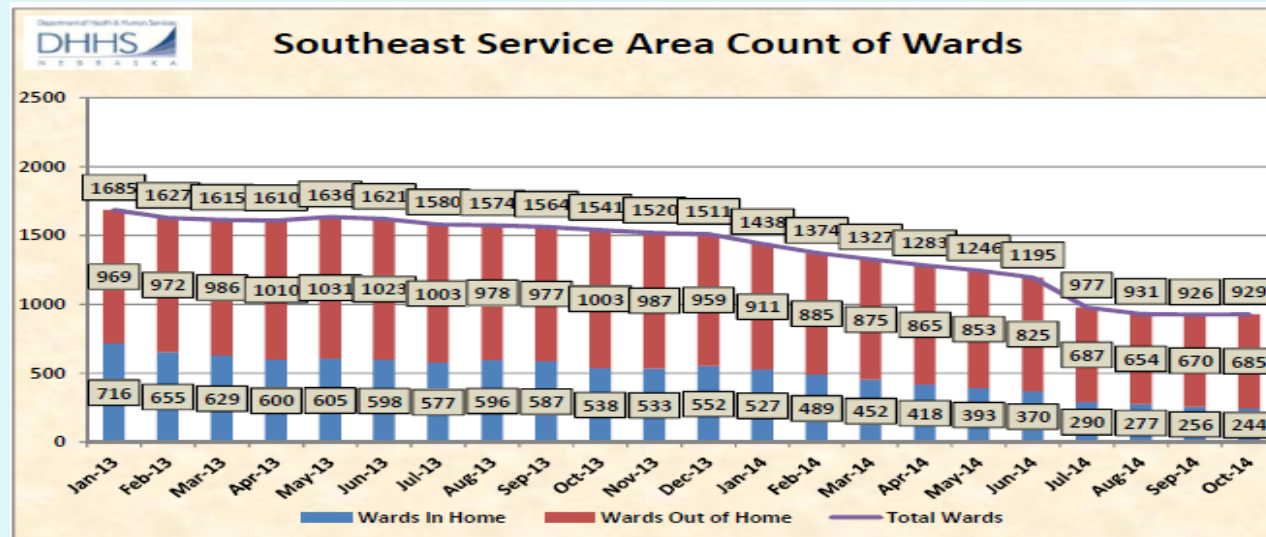
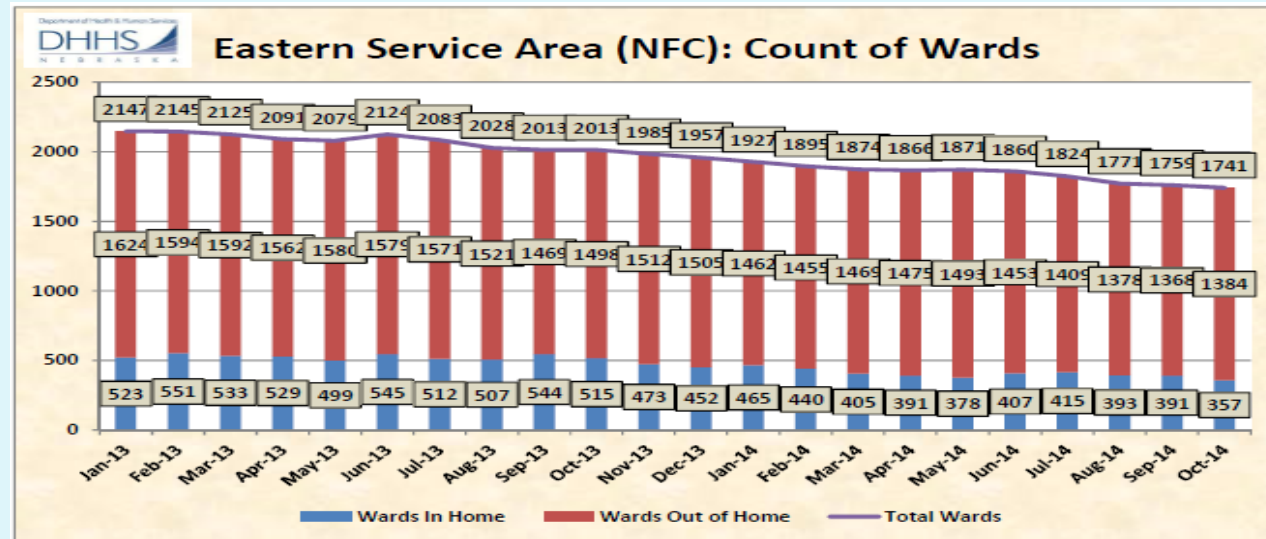
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OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need



Data Review Frequency: Quarterly

*LB 961 directs DHHS to realign the Western, Central, and Northern Service Areas to be coterminous with the District Court judicial districts. The baseline data from July 2, 2012 reflects this geographical change.

Safely Decrease the Number of State Wards

Strengths/Opportunities:

NSA continues to have fewer wards per 1,000 than what is expected compared to the national average of 5.2/1,000.

Barriers:

Action Items:

**Completed:*

- 40 Day Focus Initiatives
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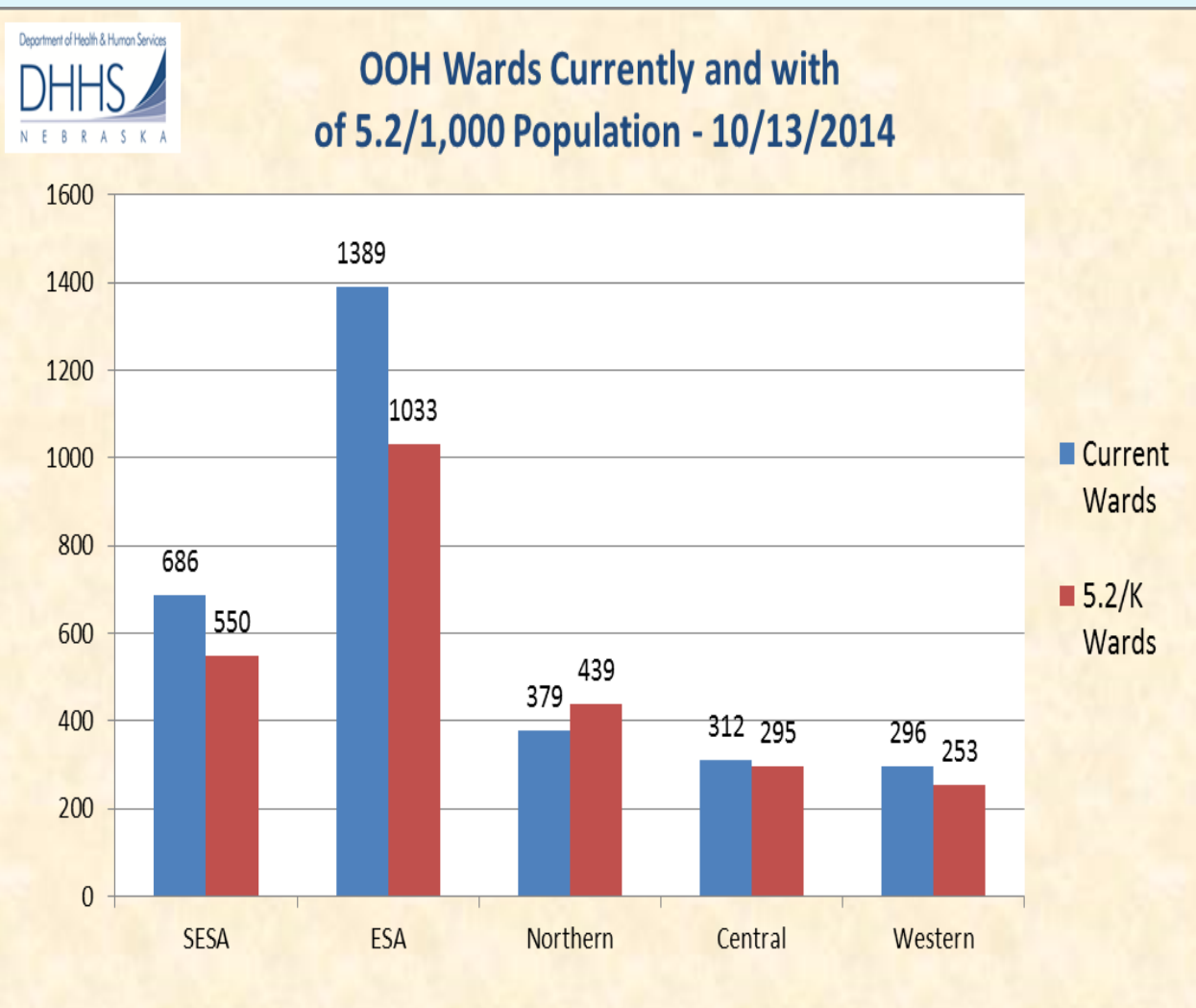
**Planned:*

CQI Team Priority:

* Statewide

Data Review Frequency: Monthly

OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need



Data Source: Point in time report 7/9/2014. Out of Home Court wards using 2014 Claritas youth population < 19 yrs. of age.

Note: Count by County Report is now available.

Safely Decrease the Number of State Wards

Strengths/Opportunities:

October 2014: Increase in WSA.
Decrease in all other service areas.

Note: Claritas Youth Population Details:

	2012	2014	Difference
Eastern	193,685	198,681	4,996
Southeast	105,316	105,840	524
Northern	88,434	84,503	(3,931)
Central	58,229	56,839	(1,390)
Western	50,896	48,775	(2,121)
State	496,560	494,638	(1,922)

Barriers:

Action Items:

**Completed:*

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**Planned:*

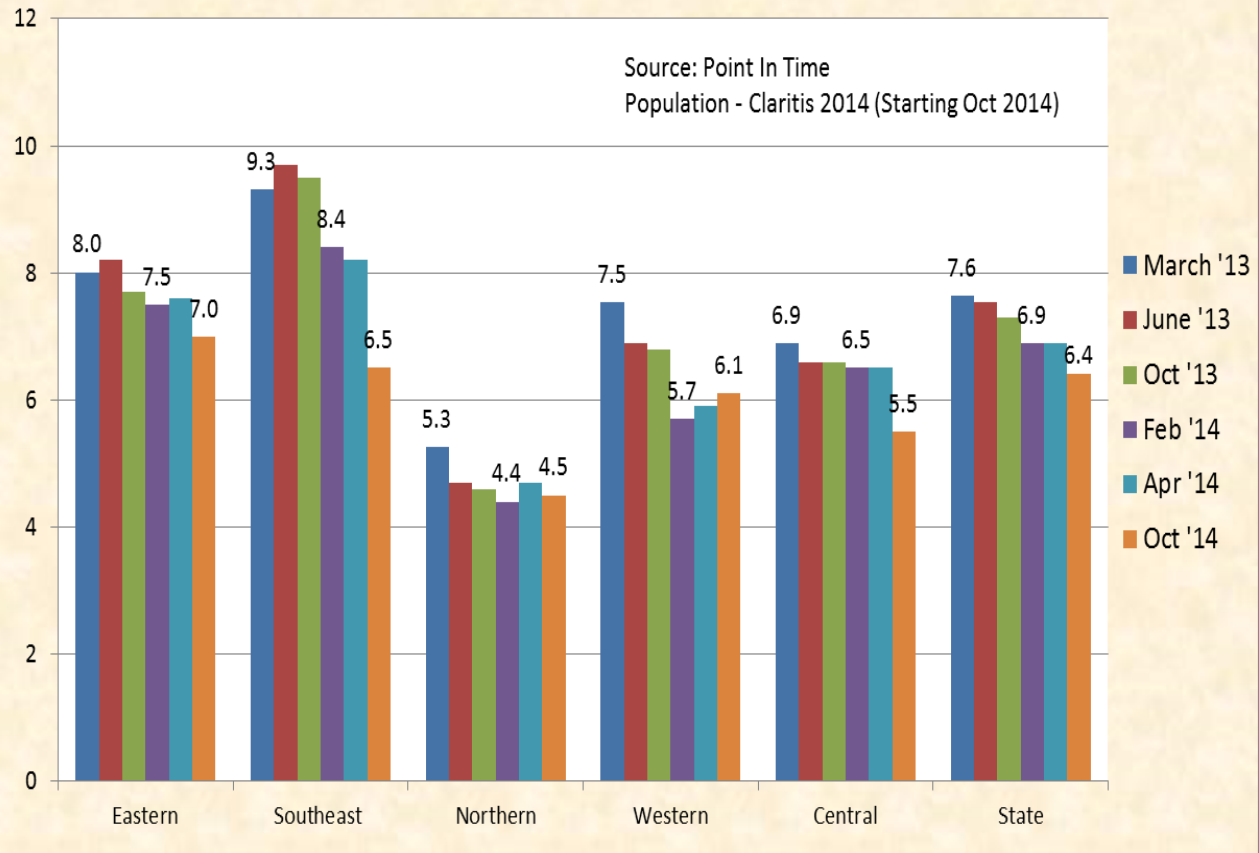
CQI Team Priority:

* Statewide

OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need



OOH Wards per 1000 population by Service Area. March 2012 - October 2014



Data Source: Point in time report July 2014.

-Prior to October 2014 -- Out of Home Court wards using 2012 Claritas youth population < 19 yrs. of age.

-Starting October 2014 -- Out of Home Court wards using 2014 Claritas youth population < 19 yrs. of age.

Data Review Frequency: Monthly

Note: Count by County Report is now available.

Safely Decrease the Number of State Wards

Strengths/Opportunities:

Lower number of entries than exits.
Significant decrease in exits since last quarter

LB-561 Became effective Oct 1, 2013.
This results in youth being cared for by probation rather than CFS

Barriers:

Action Items:

**Completed:*

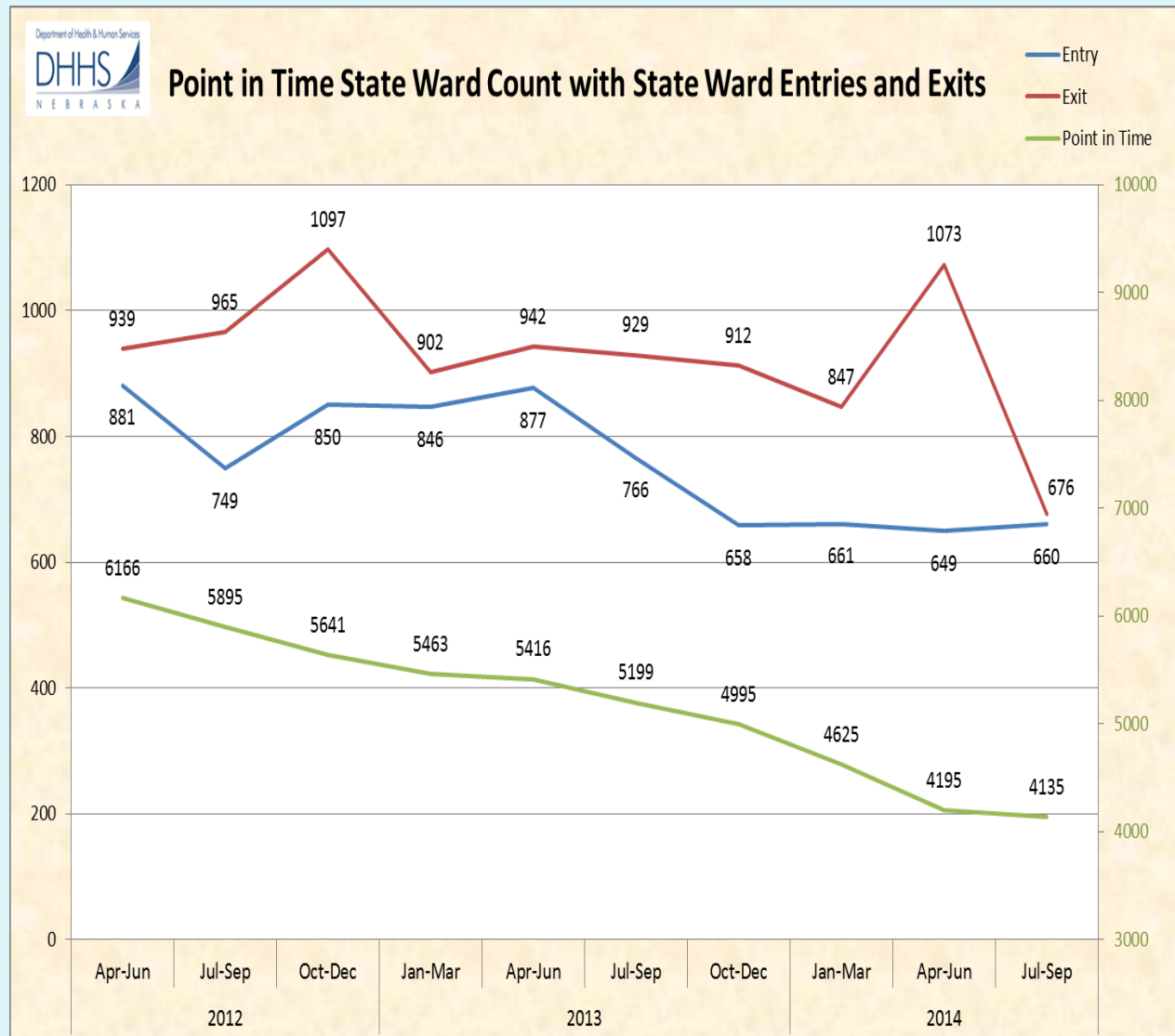
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**Planned:*

CQI Team Priority:

* Statewide

OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need



Data Review Frequency: Quarterly

Safely Decrease the Number of State Wards

Strengths/Opportunities:

Entry numbers continue to be lower than exit numbers.

NOTE: Starting April 2014 – The statewide numbers include counts for the YRTC.

YRTC	Entry	Exit
Apr-Jun	3	3
Jul-Sep	18	23

Barriers:

Action Items:

**Completed:*

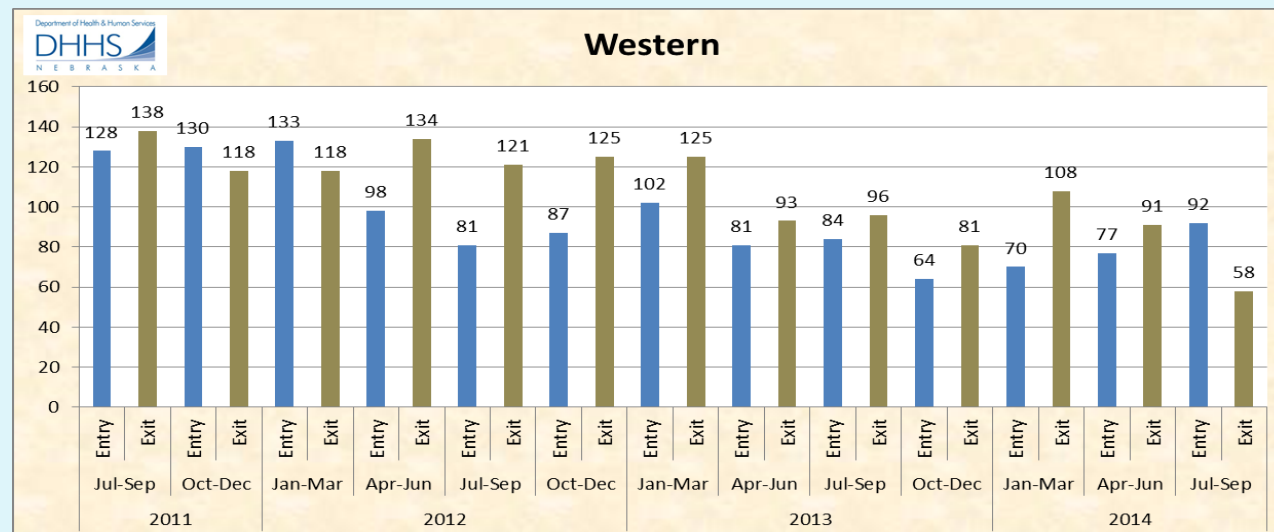
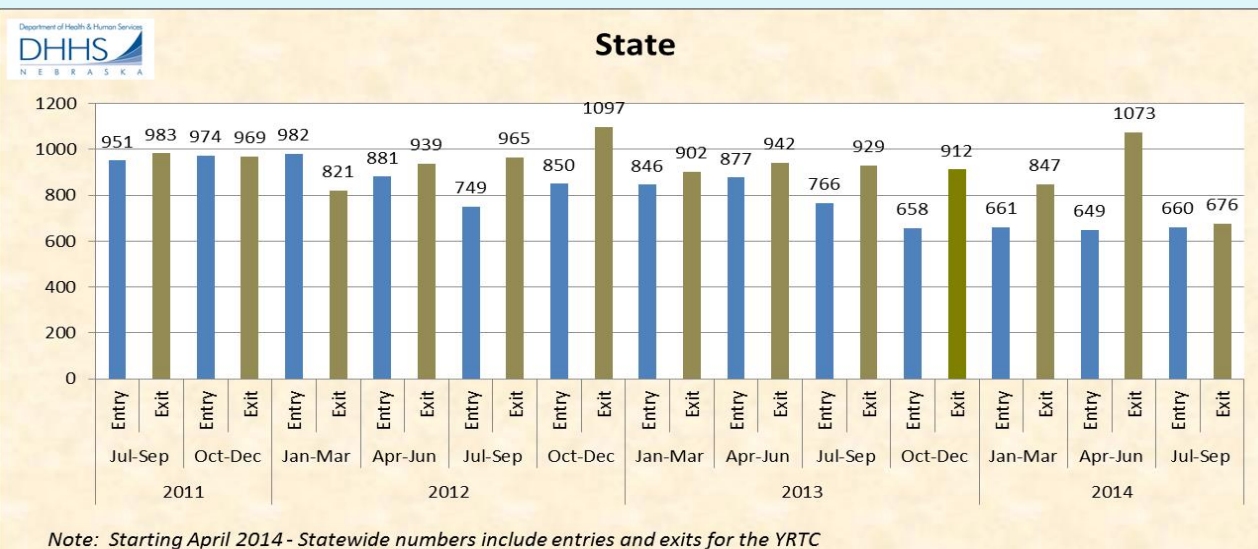
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**Planned:*

CQI Team Priority:

* Statewide

OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need

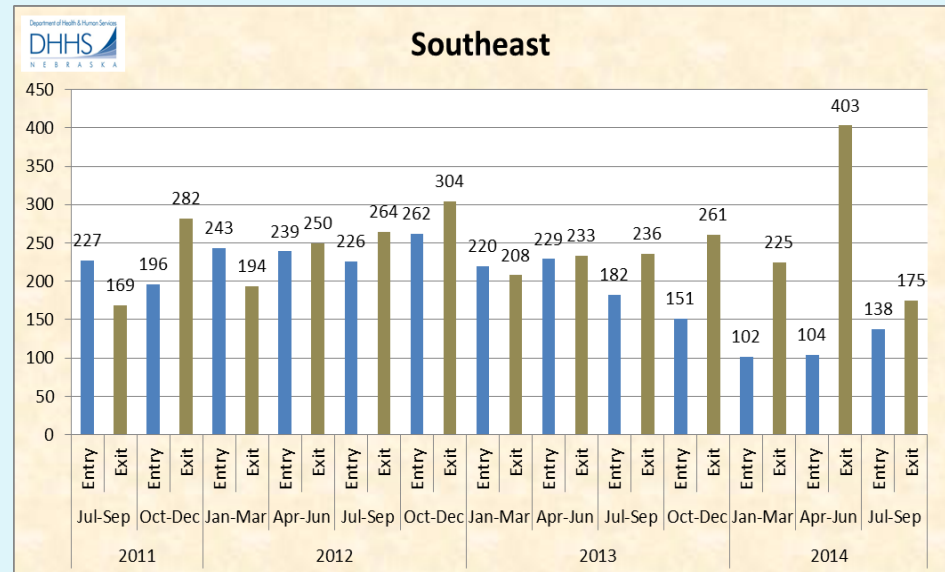
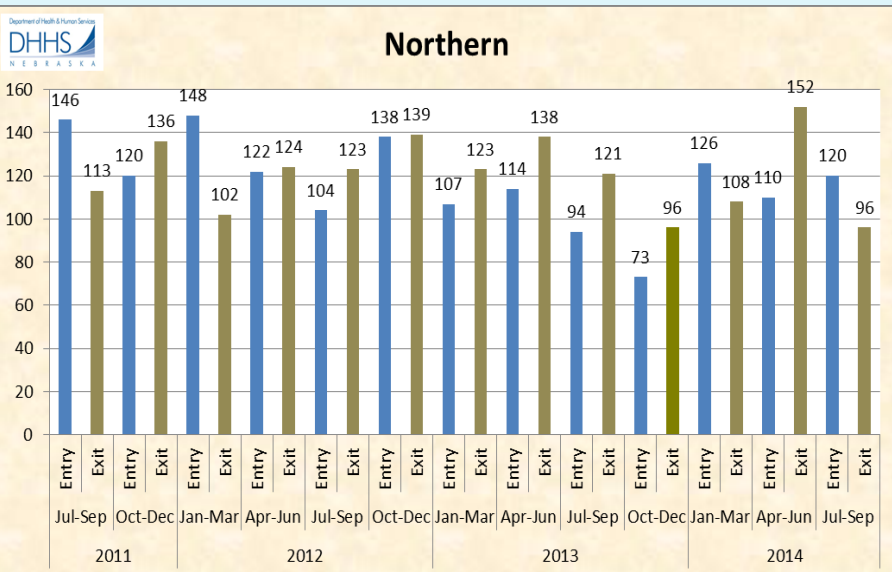
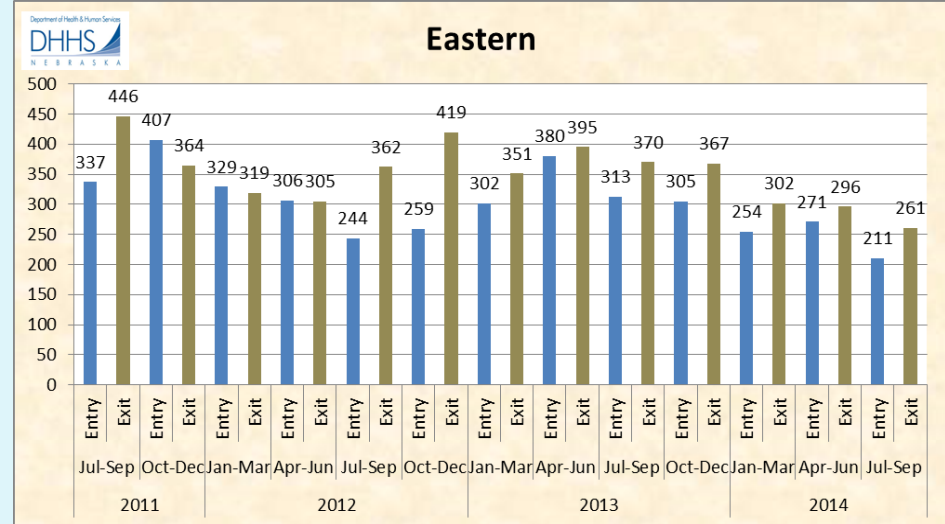
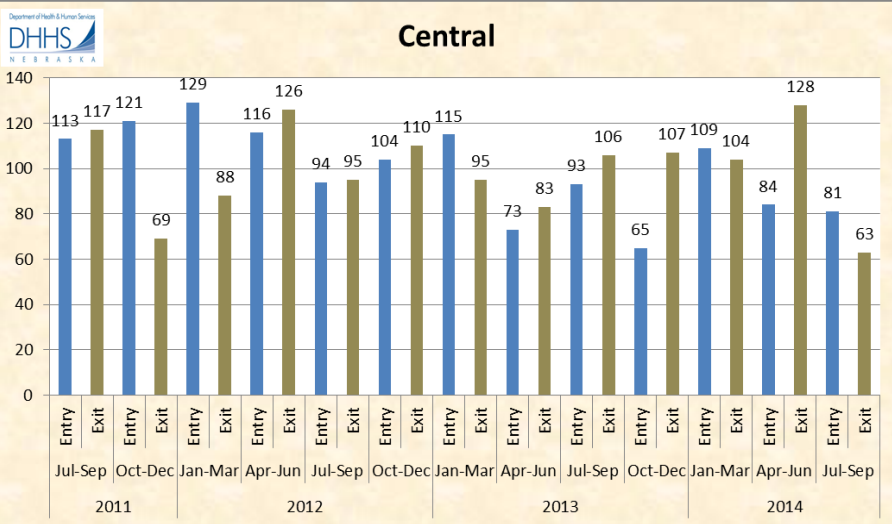


N-Focus Legal Status field. An entry occurs when a child is made a state ward. An exit occurs when the Legal Status changes to non-ward - not when it is entered into NFocus. Entries include youth that go from non-court to court. Counts based on date of action, not entry date into NFocus

Data Review Frequency: Quarterly

Safely Decrease the Number of State Wards

OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need

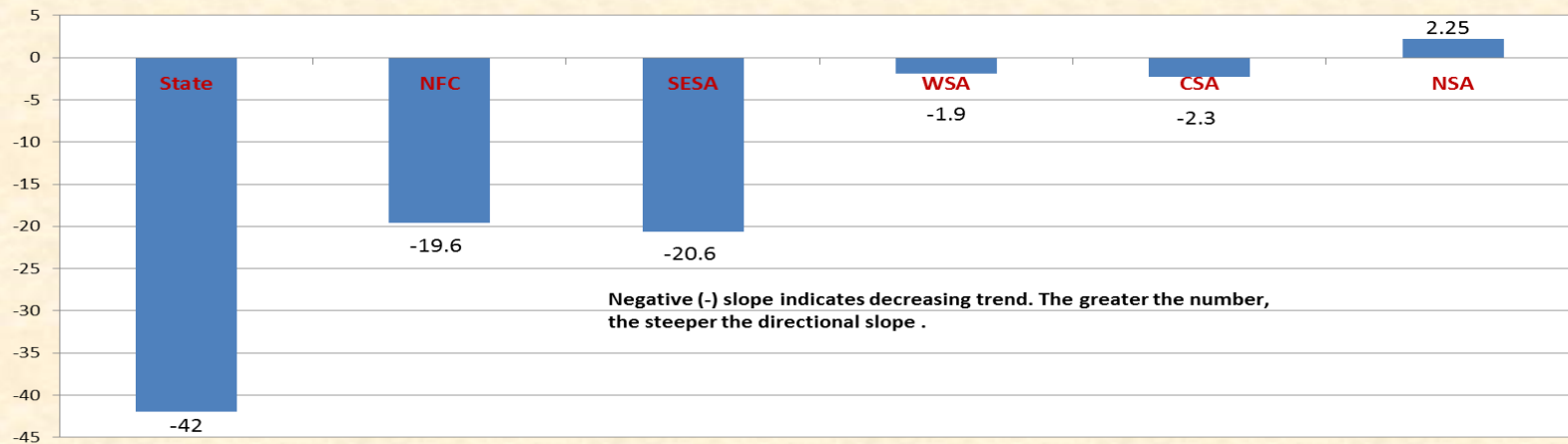


Safely Decrease the Number of State Wards

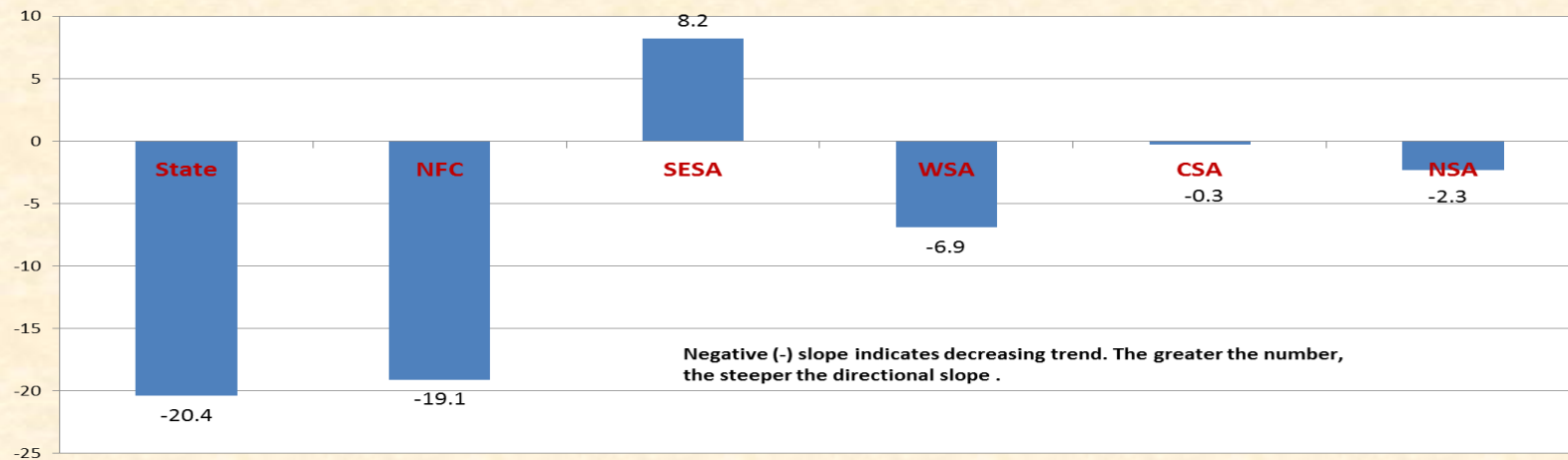
OUTCOME STATEMENT: Children and Families Will Have Timely Access to the Services and Support They Need



**Regression Slope of Court Entries
Jan. 2013 - Sept. 2014**



**Regression Slope of Court Exits
Jan. 2013 - Sept. 2014**



CHAPTER 2: SAFETY

OUTCOME STATEMENT: CHILDREN INVOLVED IN THE CHILD PROTECTION SYSTEM ARE SAFE

Goal Statement: CFS will have a timely response to reports of child abuse and neglect reports and conduct quality safety and risk assessments.

Intake Calls/Responses

Strengths/Opportunities:

Sept 2014: 91% of all calls to the hotline were answered within 18 seconds. 4% of the calls went to voicemail and were returned within 1 hour.

Barriers:

Action Items:

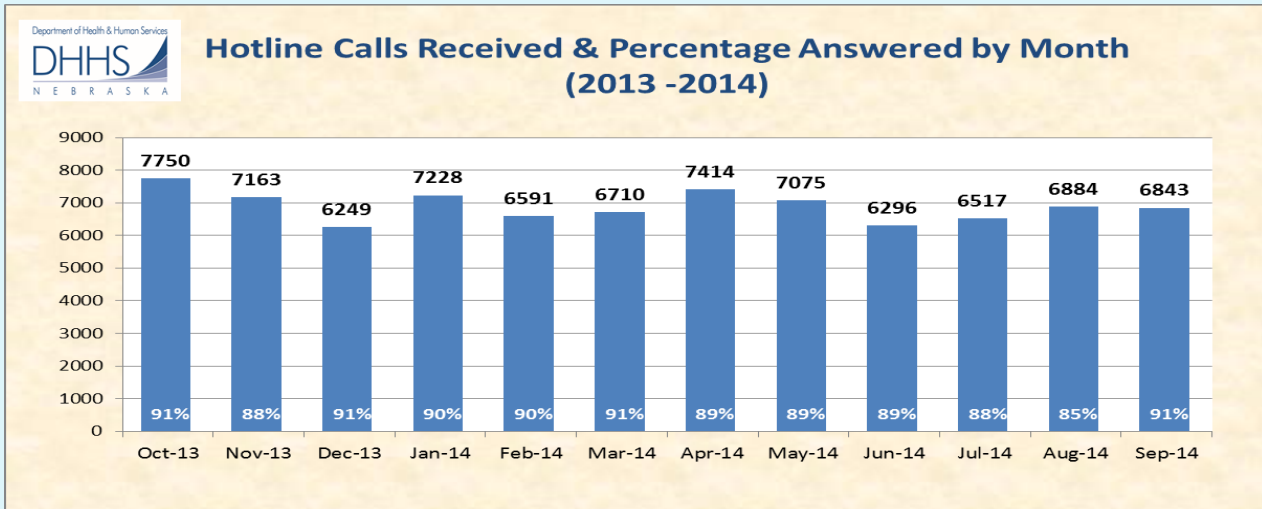
**Completed:*

**Planned:*

- Hotline Administrator will conduct training for stakeholders on how intake decisions are made.

Data Review Frequency: Monthly

OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Definitions:

** Abandoned-call comes in and is not answered due to something in the ACD system which caused a reason for a disconnect or caller hung up.*

** Forceout-call comes in and call was sent to worker and worker did not answer -(maybe due to...forgot to log off while faxing)*

** Voicemail-calls unanswered that go to voicemail. The goal is to return the call within 1 hour. Case Aides track when the message came in and when the call is returned.*

Intake Quality Measures

Strengths/Opportunities:

Sept 2014: No reviews done this month for intake/hotline quality measures.

Note: Reviews will be conducted in October/November 2014 and quarterly data will be available in November 2014.

Barriers:

Action Items:

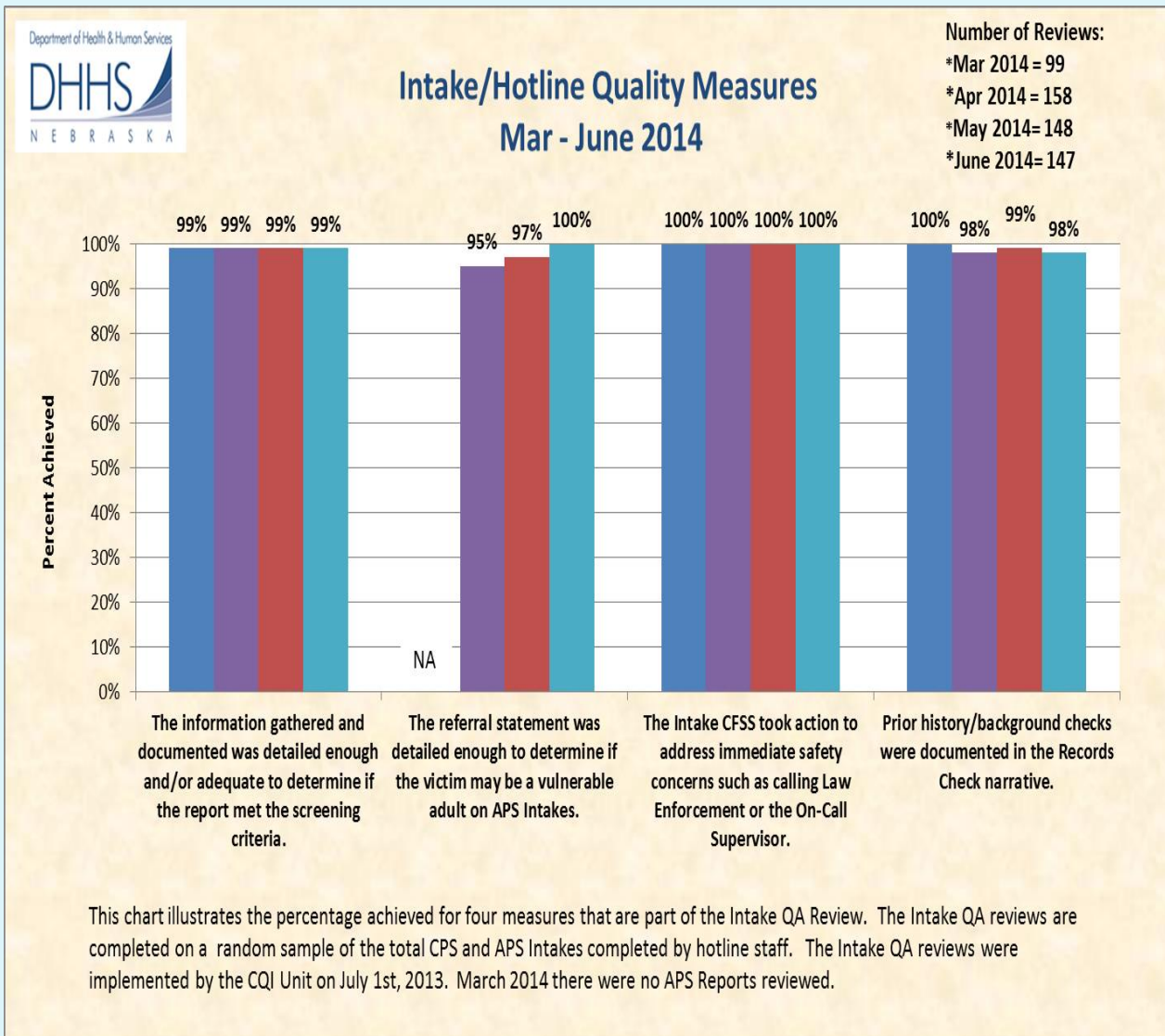
**Completed:*

- Intake QA Unit Reviews were implemented by CQI unit in July 2013. QA feedback is sent via email to the Hotline Supervisor and Worker. QA Results are discussed during Intake Monthly Meetings and System Team Calls and strategies are developed to address areas needing improvement.

**Planned:*

- A satisfaction Survey will be implemented in 2014.

OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Absence of Maltreatment in Six Months

Strengths/Opportunities:

Sept 2014: **State performance is now back above the target goal.** WSA and SESA are not meeting the target goal.

Barriers:

-Duplicate Reports for the same incidents are creating instances of repeat maltreatment.

Action Items:

**Completed:*

-Policy changes were implemented in October 2012 to eliminate duplicate reports/substantiation of intakes that are received within 6 months for the same allegations.

-CQI team will complete additional breakdown of repeat maltreatment data to help the team identify areas needing improvement.

**Planned:*

- A workgroup will convene to look at reason for case involvement and put instructions together on how to document reason for case involvement to better capture information about substance abuse and other reasons for case opening/involvement.

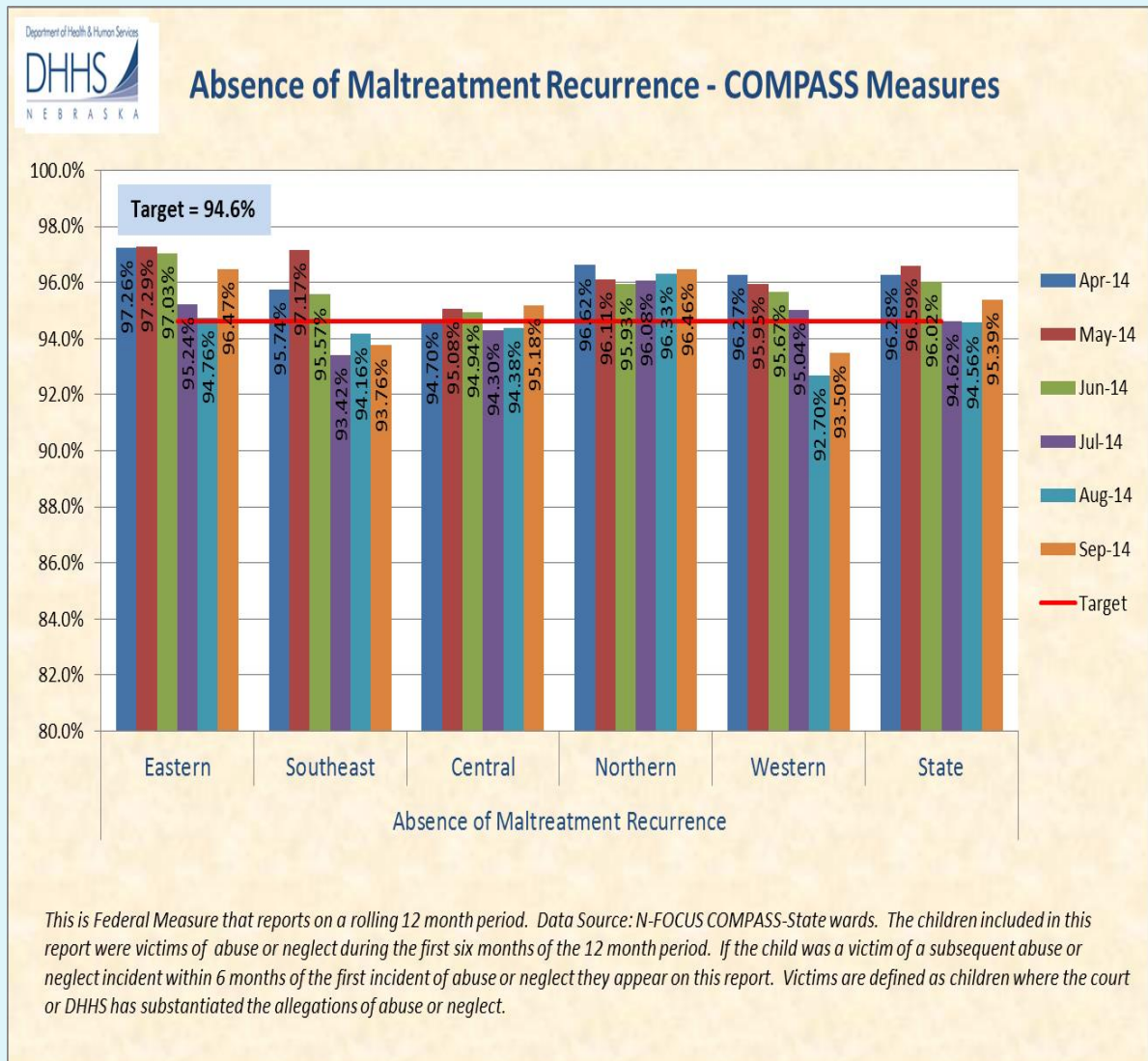
CQI Team Priority:

*Statewide External Stakeholder Team

*Western and Southeast Service Areas

***Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.**

OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Data Review Frequency: Quarterly (March, June, September, December)

IA – Investigation Timeframes

Strengths/Opportunities:

Oct 2014: Central Service Area has the lowest number (9) of Initial Assessments Not Finalized that were due between Jan 2012 – Sept 2014. All Service Areas saw an increase in # of assessments not finalized.

On 10/14/14 there were 800 Initial Assessments that were not finalized for the entire State for this same period. 29% of those belong to the Tribes.

Action Items:

*Completed:

- Direction was given to hotline staff to restart N-Focus at midnight in order to reset the clock used to calculate timeframes.

-4/30/13 Doug Beran emailed document to all CFS Admin/Supervisors providing guidance accessing the report to identify items not tied. Not tied includes instances where the ARP ID on Assessment does not match ARP ID on Intake.

-Reminders and Directions were given to IA staff regarding the following:

* P1 time is based on 24 hours from the time the call was received by the hotline, so 8:00 am means we must respond by 8:00 am the following day.

* When a meeting occurs prior to the hotline received date, the worker should either notify the hotline that the received date was in the past review the SDM report and set the received date to the proper date.

-Quick tip video instructions are now available with information on how to use weekly InfoView reports to identify intakes not tied etc.

-IA Case Management Due date report is now available and includes all IA related timeframes.

-Systems Team/S.Haber will make a decision regarding instances when a risk assessment should not be completed.

*Planned:

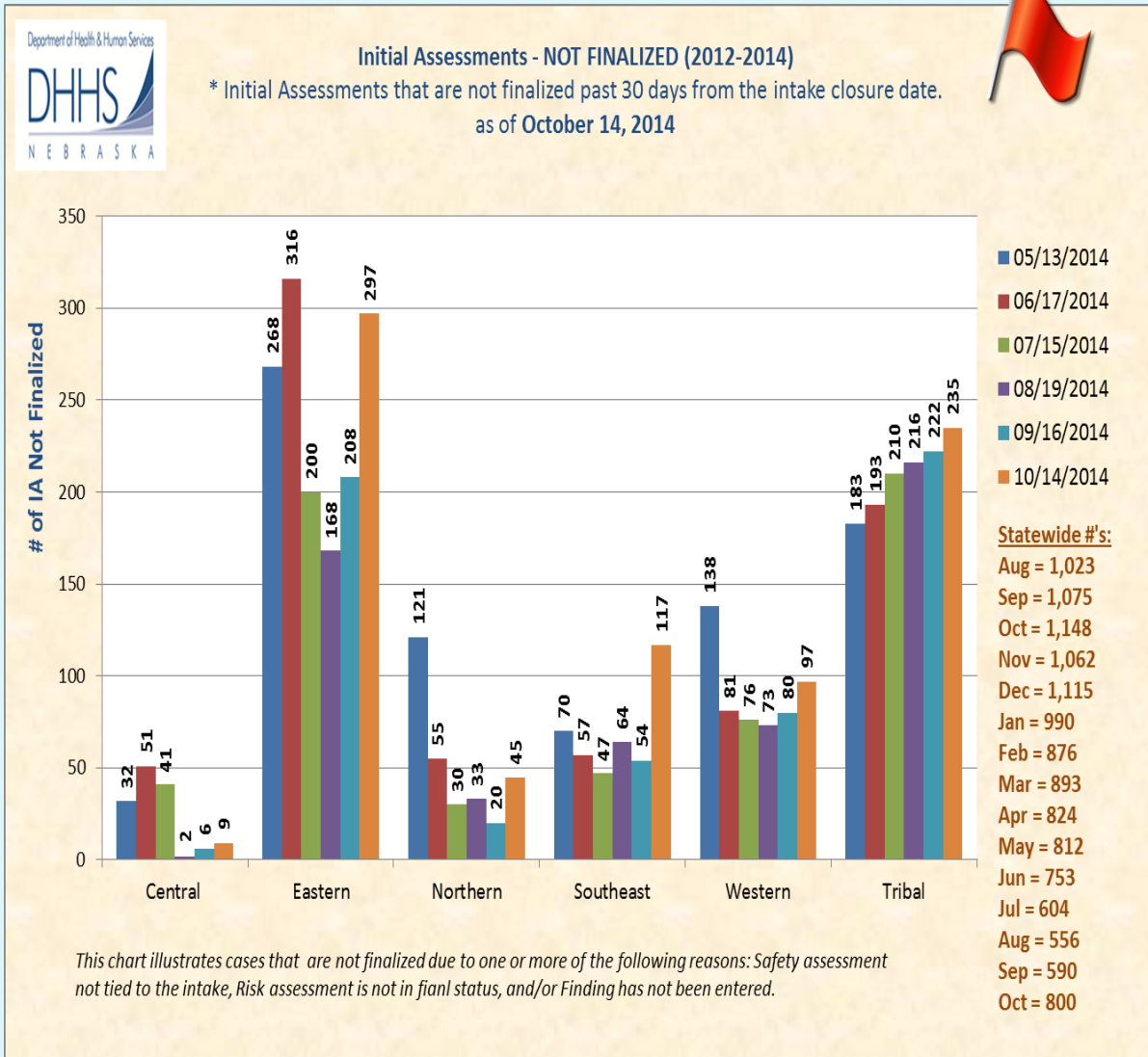
-Systems Team/S.Haber will discuss and make a decision about IA completion timeframes.

CQI Team Priority:

- Statewide
- Western Service Area

***Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.**

OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Data is part of CFSR Item #4 (Risk and Safety Management).

Data Review Frequency: Monthly

IA – Contact Timeframes

Strengths/Opportunities:

Sept 2014: Decrease in P1, P2, and P3. The most common reason for missed contacts is due to No SDM Found.

Note: Intakes accepted for APSS or OH investigations were included in this measure for the first time in November 2013.

Barriers:

- Intakes not tied to Assessments
- ARP ID # errors

Action Items:

*Completed:

- Direction was given to hotline staff to restart N-Focus at midnight in order to reset the clock used to calculate timeframes.
- 4/30/13 Doug Beran emailed document to all CFS Admin/Supervisors providing guidance accessing the report to identify items not tied. Not tied includes instances where the ARP ID on Assessment does not match ARP ID on Intake.
- Reminders and Directions were given to IA staff regarding the following:

* P1 time is based on 24 hours from the time the call is closed by the hotline, so 8:00 am means we must respond by 8:00 am the following day.

* When a meeting occurs prior to the hotline received date, the worker should either notify the hotline that the received date was in the past review the SDM report and set the received date to the proper date

* Quick Tip Captivate Video was produced with instructions on how to access reports on InfoView and specifically how to use weekly Intake and SDM Reports.

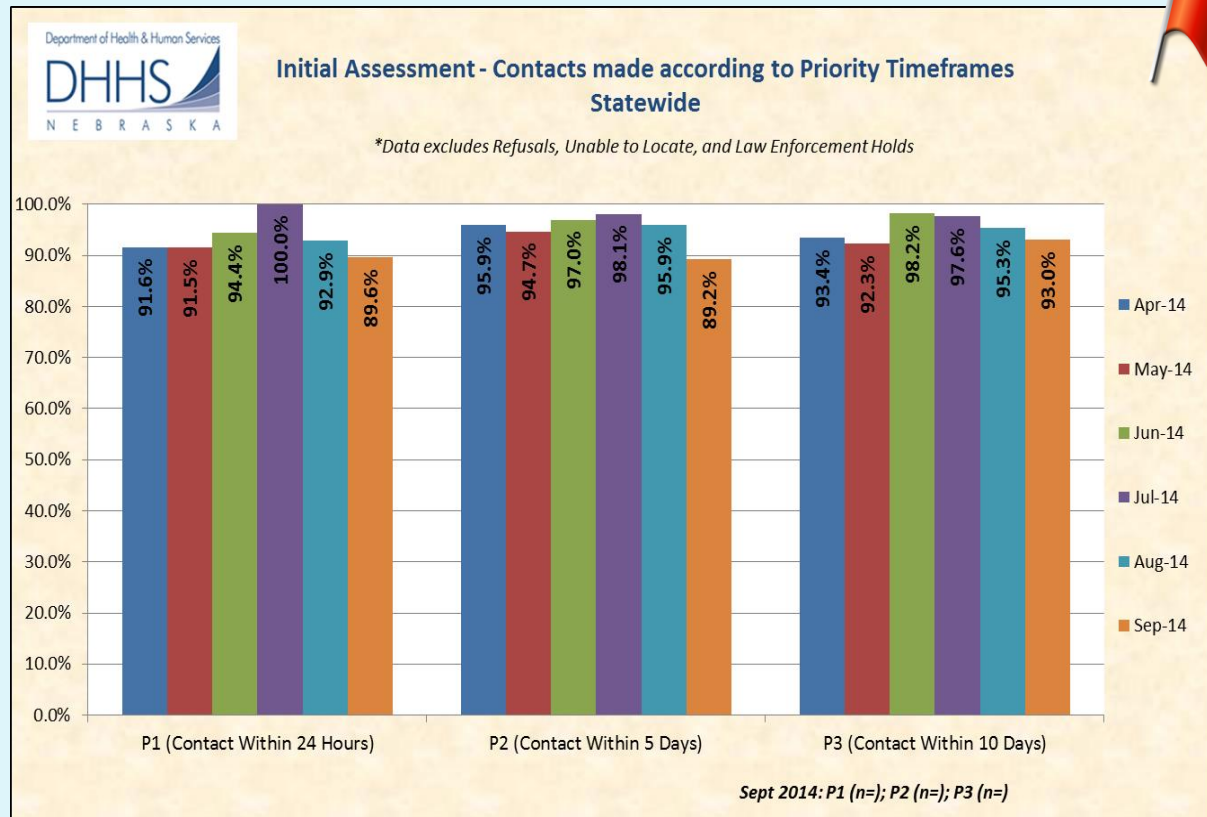
*Planned:

- CQI Team Priority:

- Statewide
- Western Service Area

*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Count Missed by Admin		Reason for Missed Contacts	
Tribe-Parker	4	No Safety Assessment Found	36
Tribe - Thomas	5	No Out of Home Assessment Found	2
Tribe-Mentzer	1	Contact Not Timely	30
WSA- Crankshaw	4	Contact Date Prior to Intake Date	3
SESA - Dement	1	Contact documented incorrectly	2
SESA - Jelinek	1	No Contact Documented	8
SESA - Unknown	18	Contact entered after report ran	4
SESA - Bro	3	No victim in intake	1
ESA-Baker	43	Intake Screened out after report ran	2
ESA - Steuter	2		
ESA - Potterf	1		
NSA- Ullrich	1		
CSA-Zimmerman	4		
Total	88	Total	88

Note: Intakes accepted for APSS or OH investigations were included in this measure for the first time in November 2013.



Data is part of CFSR Item #1 (Timeliness of Initiating Investigations)

IA – Contact Timeframes

Strengths/Opportunities:

Sept 2014: NSA has achieved 100% on P1 Measure for 11 months in a row.

Barriers:

Action Items:

**Completed:*

- New/Improved SDM Intake and Assessment Reports are now posted on InfoView. Reports identify assessments that are not tied to the intake, assessments with no findings entered etc. Instructions were emailed to CFS staff.

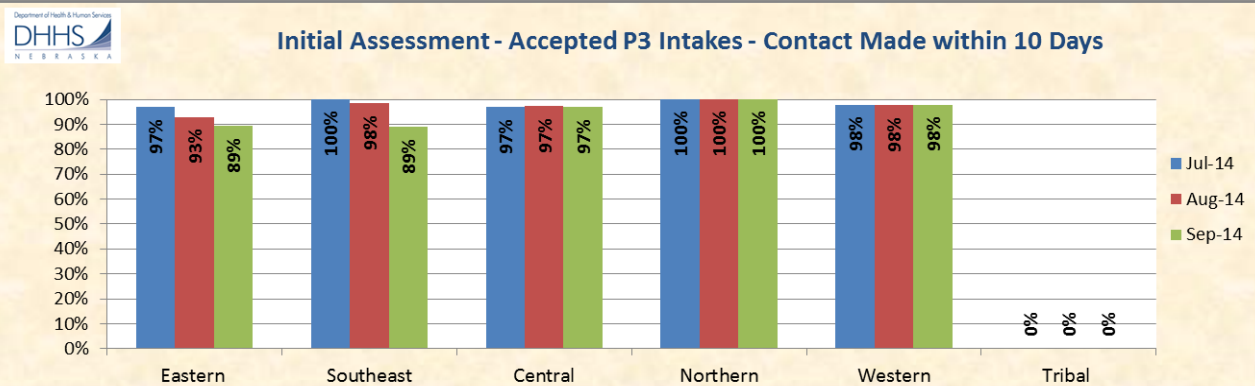
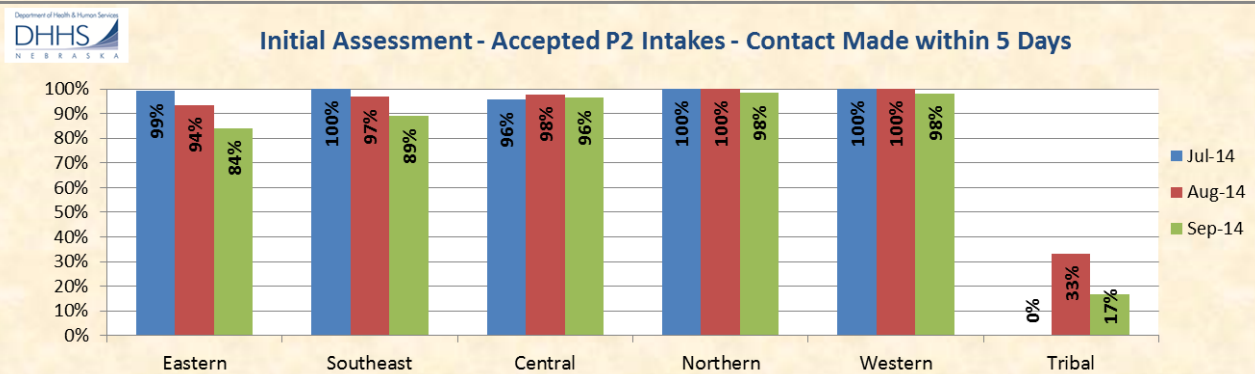
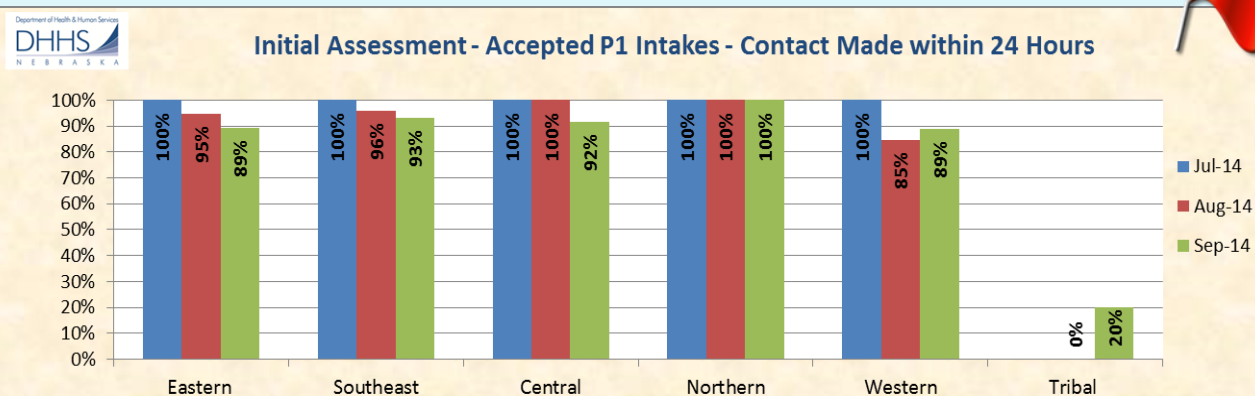
-IA Case management due date report is available and can be used daily to ensure timeframes are met.

-Quick Tip Videos are now available with instructions on how to access and use infoview reports to manage assessments.

**Planned:*

Data Review Frequency: Monthly

OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Data is part of CFSR Item #1 (Timeliness of Initiating Investigations)

Services to Family to Protect Children

Strengths/Opportunities:

- Good documentation of efforts to maintain the children in the home.

Barriers:

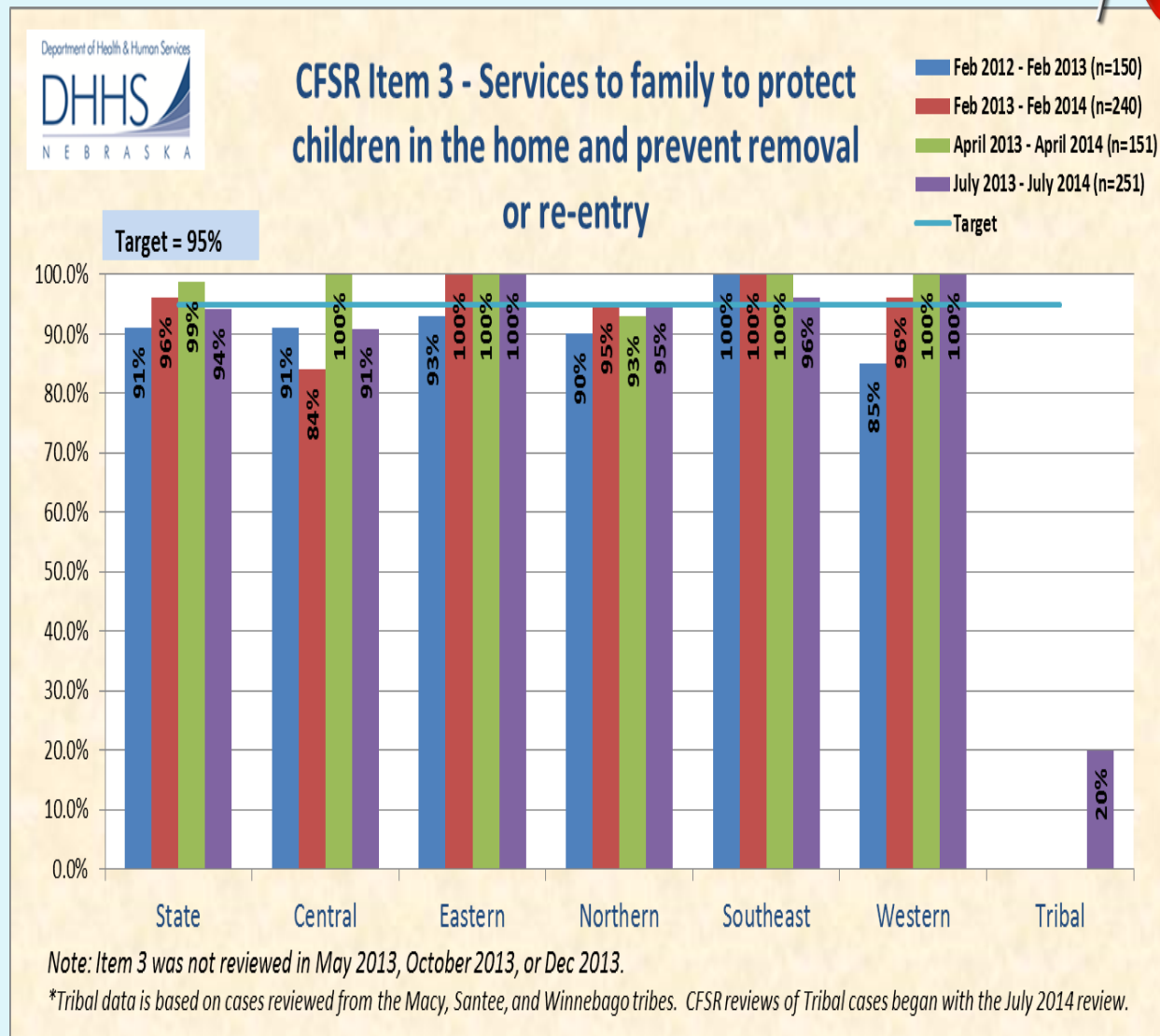
Action Items:

*Completed:

*Planned:

CQI Team Priority:

OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Data Review Frequency: Bi-Monthly

Absence of Maltreatment in Foster Care

Strengths/Opportunities:

Sept 2014: ESA is currently not meeting the target goal for this measure. Statewide performance is 99.75%.

Barriers:

-Duplicate Reports for the same incidents are creating instances of repeat maltreatment.

Action Items:

**Completed:*

- Southeast Service Area Administrator and the Foster Care Review Office Director met and created a process to staff and address barriers for repeat maltreatment in foster care cases in Southeast Service Area.

- Policy changes were implemented in October 2012 to eliminate duplicate reports/substantiation of intakes that are received within 6 months for the same allegations

- ESA places a home on hold until the investigation is complete when the intake is not accepted.

-CQI complete additional breakdown of repeat maltreatment data to help the team identify areas needing improvement.

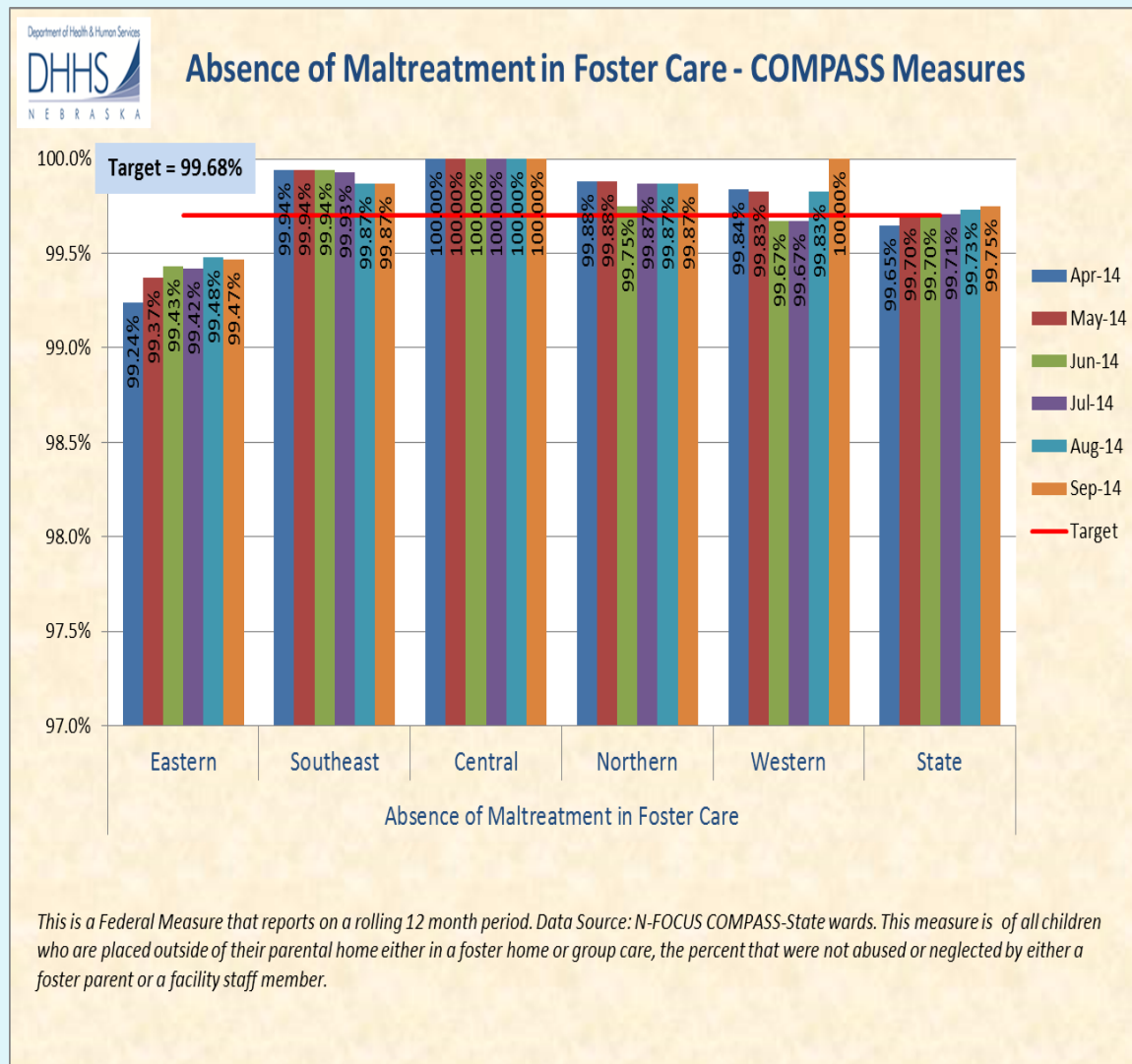
**Planned:*

- A workgroup will convene to look at reason for case involvement and put instructions together on how to document reason for case involvement to better capture information about substance abuse and other reasons for case opening/involvement.

CQI Team Priority:

*Statewide External Stakeholder Team

OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



APSS Data

Strengths/Opportunities:

Oct 2014: There were 341 APSS finalized statewide. 25% had a determination of conditionally suitable or unsuitable.

Barriers:

Action Items:

**Completed:*

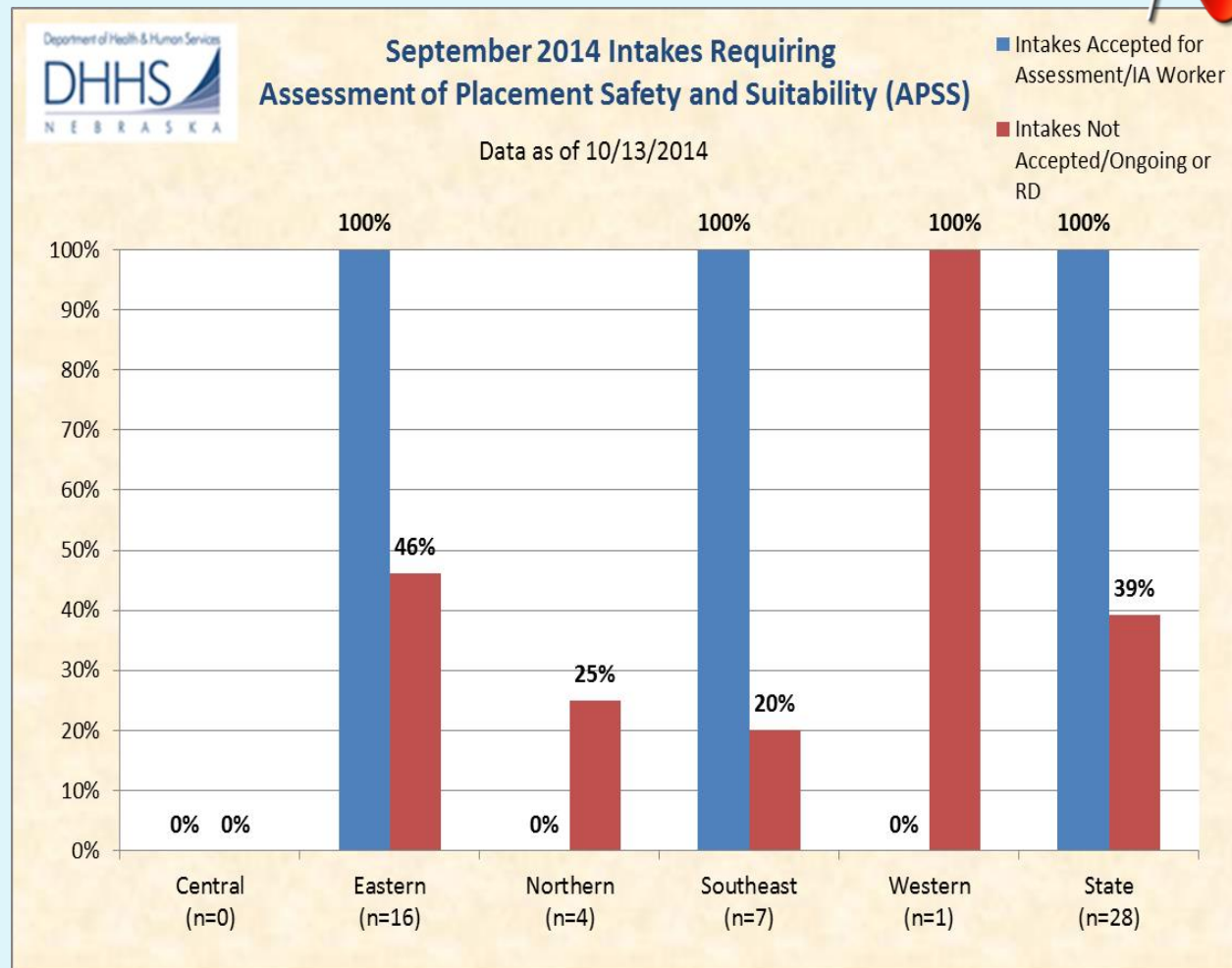
- New/Improved SDM Intake and Assessment Reports are now posted on InfoView. Reports identify assessments that are not tied to the intake, assessments with no findings entered etc. Instructions were emailed to CFS staff.
- IA Case management due date report is available and can be used daily to ensure timeframes are met.
- Quick Tip Videos are now available with instructions on how to access and use Infoview reports to manage assessments.
- APSS trainings implemented throughout the State.

**Planned:*

- Sherri Haber will lead a workgroup to address procedures for non accepted intakes to include guidance on whether or not to put a hold on the foster home when an intake is not accepted.

Data Review Frequency: Monthly

OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



The SDM Assessment of Placement Safety and Suitability (APSS) is a tool that is used to assess safety and care concerns for children placed in approved and licensed foster homes. When the intake on the foster home is accepted, the APSS is completed by an IA CFS Specialist, when it is not accepted (e.g. does not meet definition), it is completed by the ongoing CFS Specialist (in ESA, the FPS).



Data is part of CFSR Item #4 (Risk and Safety Management).

APSS Data

Strengths/Opportunities:

Oct 2014: There were 341 APSS finalized statewide. 25% had a determination of conditionally suitable or unsuitable.

Barriers:

Action Items:

**Completed:*

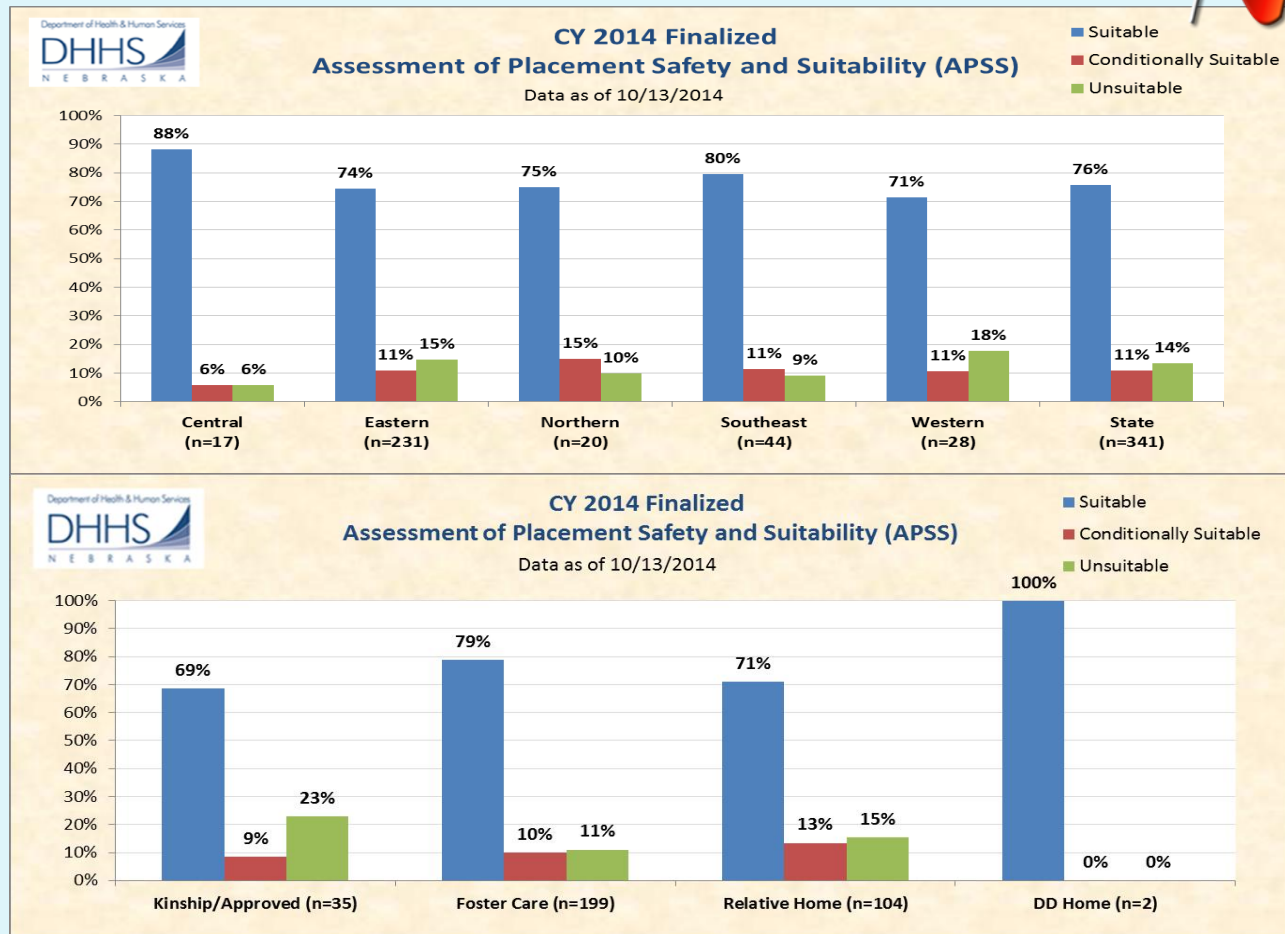
- New/Improved SDM Intake and Assessment Reports are now posted on InfoView. Reports identify assessments that are not tied to the intake, assessments with no findings entered etc. Instructions were emailed to CFS staff.
- IA Case management due date report is available and can be used daily to ensure timeframes are met.
- Quick Tip Videos are now available with instructions on how to access and use Infoview reports to manage assessments.
- APSS trainings implemented throughout the State.

**Planned:*

- Sherri Haber will lead a workgroup to address procedures for non accepted intakes to include guidance on whether or not to put a hold on the foster home when an intake is not accepted.

Data Review Frequency: Monthly

OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



The SDM Assessment of Placement Safety and Suitability (APSS) is a tool that is used to assess safety and care concerns for children placed in approved and licensed foster homes. When the intake on the foster home is accepted, the APSS is completed by an IA CFS Specialist, when it is not accepted (e.g. does not meet definition), it is completed by the ongoing CFS Specialist (in ESA, the FPS).

Definitions:

Suitable – Based on the information available (at this time), there are no child concerns in this placement.

Conditionally Suitable – Based on interventions, the child will remain in the household at this time. An intervention plan is required.

Unsuitable – Removal from the household is the only protective intervention possible for one or more children. Without removal, one or more children will likely be in danger of serious harm or in an unsuitable care arrangement



Data is part of CFSR Item #4 (Risk and Safety Management).

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CHAPTER 2: SAFETY CONT.

SDM – Structured Decision Making EBP

SDM Risk Re & Reunification Assessments

Strengths/Opportunities:

# of All Youth with No Finalized Risk-Re or Reunification Assessments			
	Aug	Sept	Oct
State	55	48	45
CSA	1	4	1
ESA	19	20	19
NSA	11	4	5
SESA	9	4	7
WSA	15	16	13

Barriers:

Action Items:

*Completed:

- 10 Week SDM Refresher Trainings were implemented statewide.
- Full Day SDM Training Sessions facilitated by Training, CQI and Policy staff for CFS Administrators and Supervisors
- Local CQI SDM workgroups implemented different strategies to improve staff proficiency in SDM (i.e. collaborative training with DHHS Legal staff etc.)
- Quick Tip video instructions made available to CFSS Staff (1. Introduction to Infoview reports and 2.) How to use SDM Weekly reports to manage SDM assessments.

*Planned:

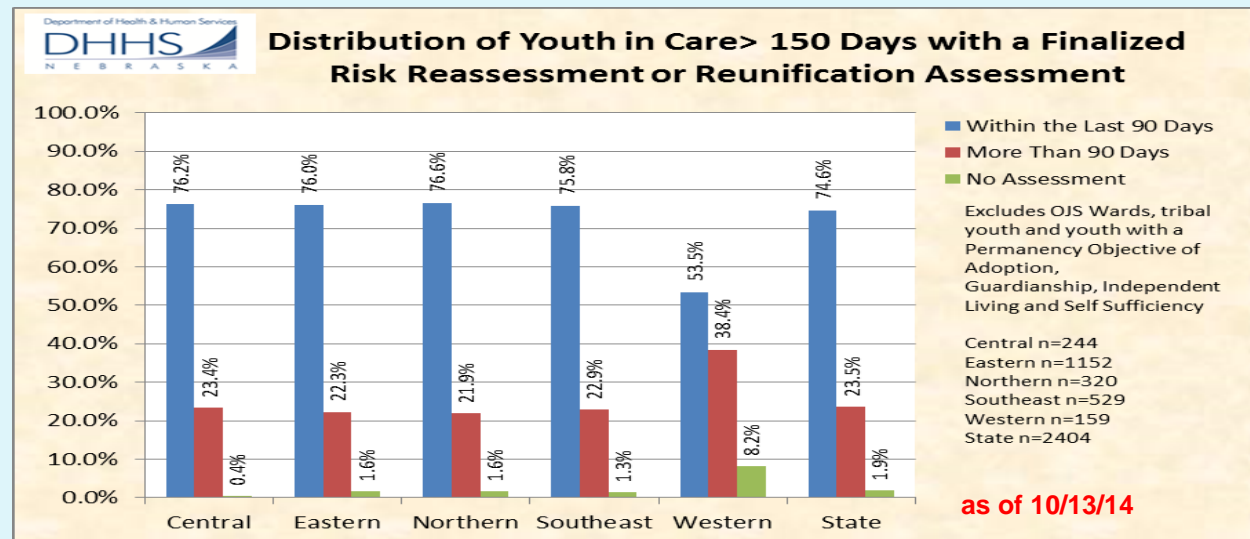
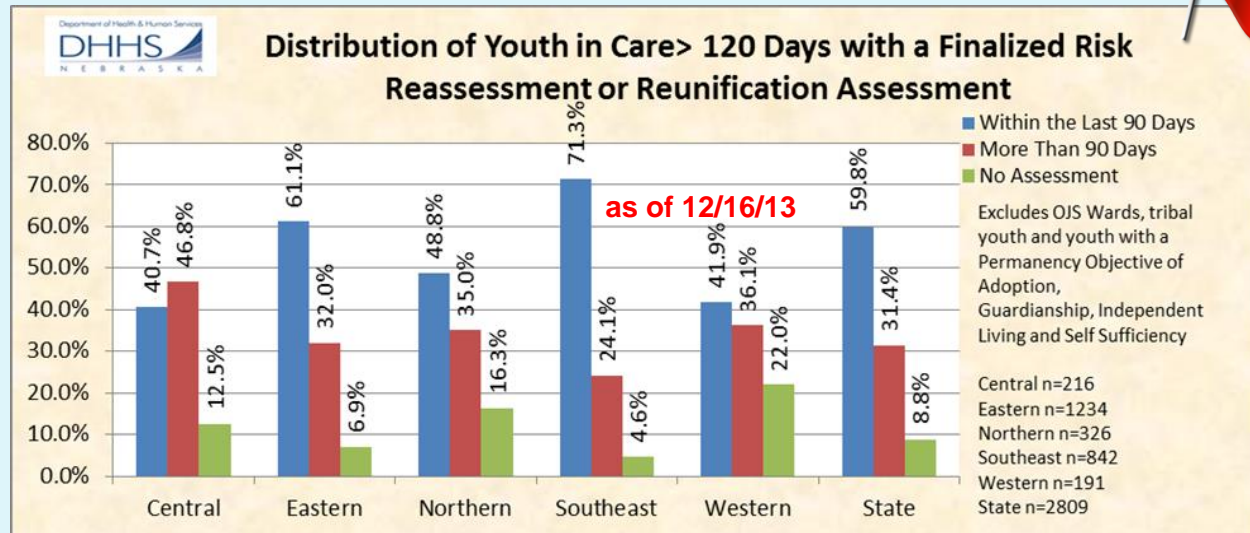
- Supervisory Training will be implemented to assist supervisors to be able to coach and supervise to the SDM model.
- Workgroup will be meeting to put together materials to help staff use SDM tools to drive case plan goals and reflect progress in Court Reports.

CQI Team Priority:

* ALL Service Areas

*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Note: Data includes youth in ALL adjudication types

Data Review Frequency: Monthly



Data is part of CFSR Item #4 (Risk and Safety Management).



SDM Family Strengths and Needs Assessment (FSNA)

Strengths/Opportunities:

# of ALL Youth with No Finalized FSNA			
	Aug	Sept	Oct
State	27	23	14
CSA	2	1	0
ESA	0	0	1
NSA	1	0	0
SESA	9	7	3
WSA	15	15	10

Barriers:

Action Items:

*Completed:

- 10 Week SDM Refresher Trainings were implemented statewide.
- Full Day SDM Training Sessions facilitated by Training, CQI and Policy staff for CFS Administrators and Supervisors
- Local CQI SDM workgroups implemented different strategies to improve staff proficiency in SDM (i.e. collaborative training with DHHS Legal staff, etc.)
- Quick Tip video instructions made available to CFSS Staff (1. Introduction to Infoview reports and 2.) How to use SDM Weekly reports to manage SDM assessments.

*Planned:

- Supervisory Training will be implemented to assist supervisors to be able to coach and supervise to the SDM model.
- Workgroup will be meeting to put together materials to help staff use SDM tools to drive case plan goals and reflect progress in Court Reports.

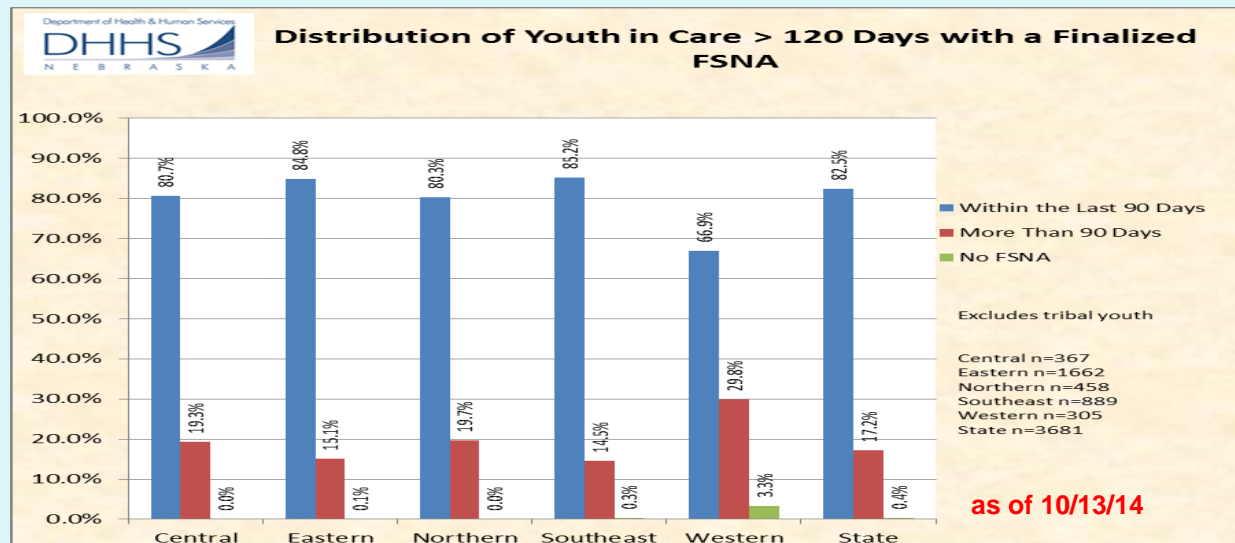
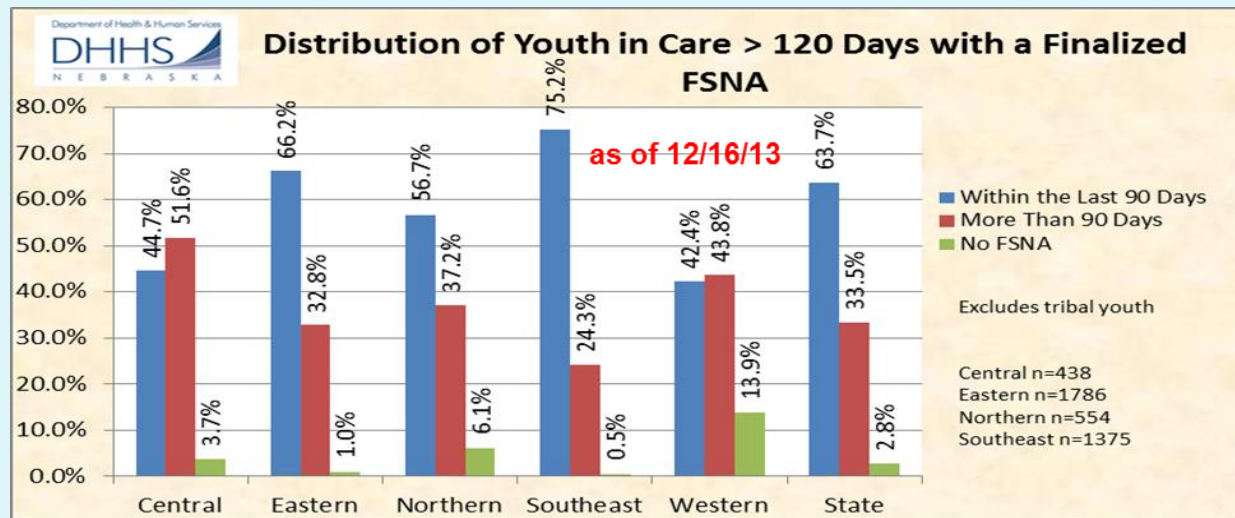
CQI Team Priority:

- * ALL Service Areas

*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

Data Review Frequency: Monthly

OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



Note: Data includes youth in ALL adjudication types



Data is part of CFSR Item #4 (Risk and Safety Management).

SDM Administrative Reviews

Strengths/Opportunities:

Sept 2014: Decrease to 0 Admin Reviews.

Barriers:

Action Items:

*Completed:

*Planned:

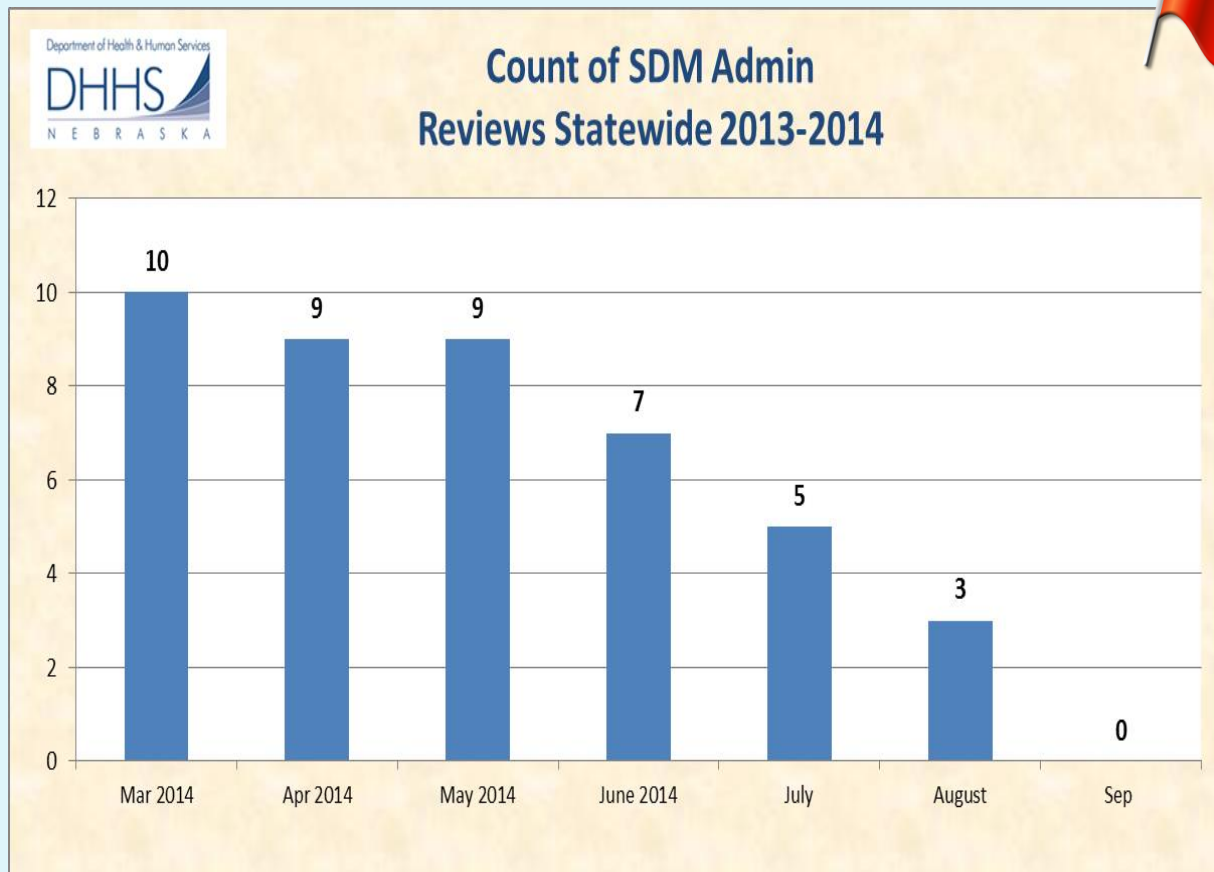
CQI Team Priority:

* ALL Service Areas

*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

Data Review Frequency: Monthly

OUTCOME STATEMENT: Children Involved in the Child Protection System are Safe



This represents the count of Administrative Reviews sent by the QA unit to alert the Worker, Supervisor and Administrator of possible safety concerns due to lack of information or error in completion and scoring of the SDM assessment.

Note: The total number of SDM Assessments applicable for review increased in the month of November 2012 due to the following reasons: QA unit began reviewing Ongoing SDM assessments completed by NFC staff; and more ongoing SDM assessments were due and completed in CSA, NSA and WSA since SDM was implemented in July 2012.



Data is part of CFSR Item #4 (Risk and Safety Management).

CHAPTER 3: PERMANENCY

**OUTCOME STATEMENT: CHILDREN WILL ACHIEVE
TIMELY PERMANENCY (Reunification, Guardianship,
Adoption and Independent Living)**

**Goal Statement: Front End – Children will remain home whenever
safely possible. Children in out-of-home care will achieve timely
permanency**

Youth Placed Out of State

Strengths/Opportunities:

Oct 2014: On Oct 13th, 2014 – there were 146 youth placed outside of Nebraska. 37.7% of these youth are placed in congregate care.

Total Number of Youth Out of State:

March 2014 = 199

June 2014 = 150

July 2014 = 131

August 2014 = 130

September = 144

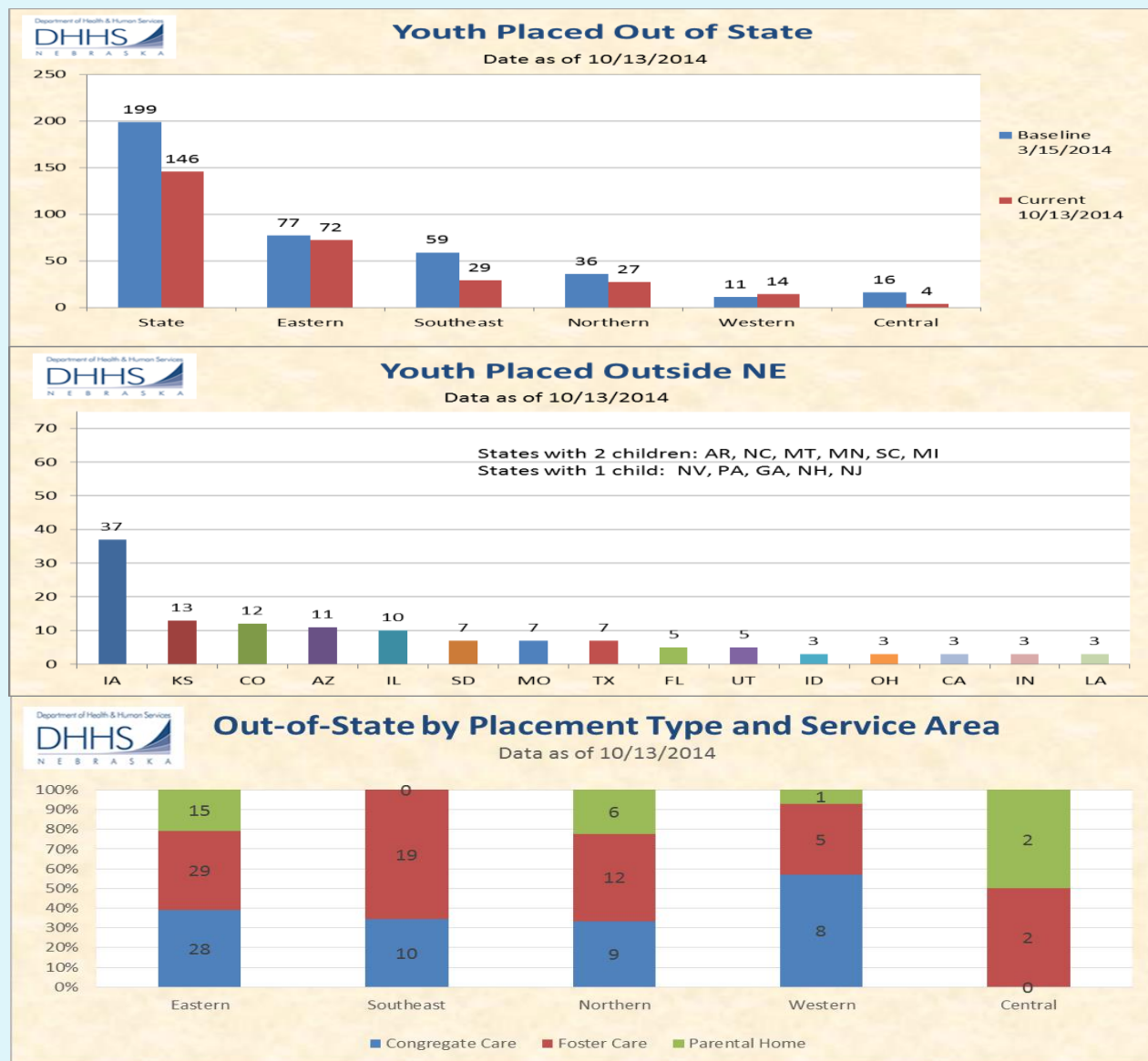
October = 146

Barriers:

Action Items:

*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Monthly

*Includes all youth and all placements out of Nebraska (parent/congregate/foster). Excluding Tribal Youth.

Youth Placed Out of State

Strengths/Opportunities:

October 2014:

- 47% of the youth are placed in the following neighboring - IA, KS and CO. At times, placement in these bordering states is in closer proximity to the youth's parents.
- 2 youth have been placed in congregate care for 3 or more years.
- 49% of the youth in congregate care have been in out of state placement for over 180 days (6 months or more).

Barriers:

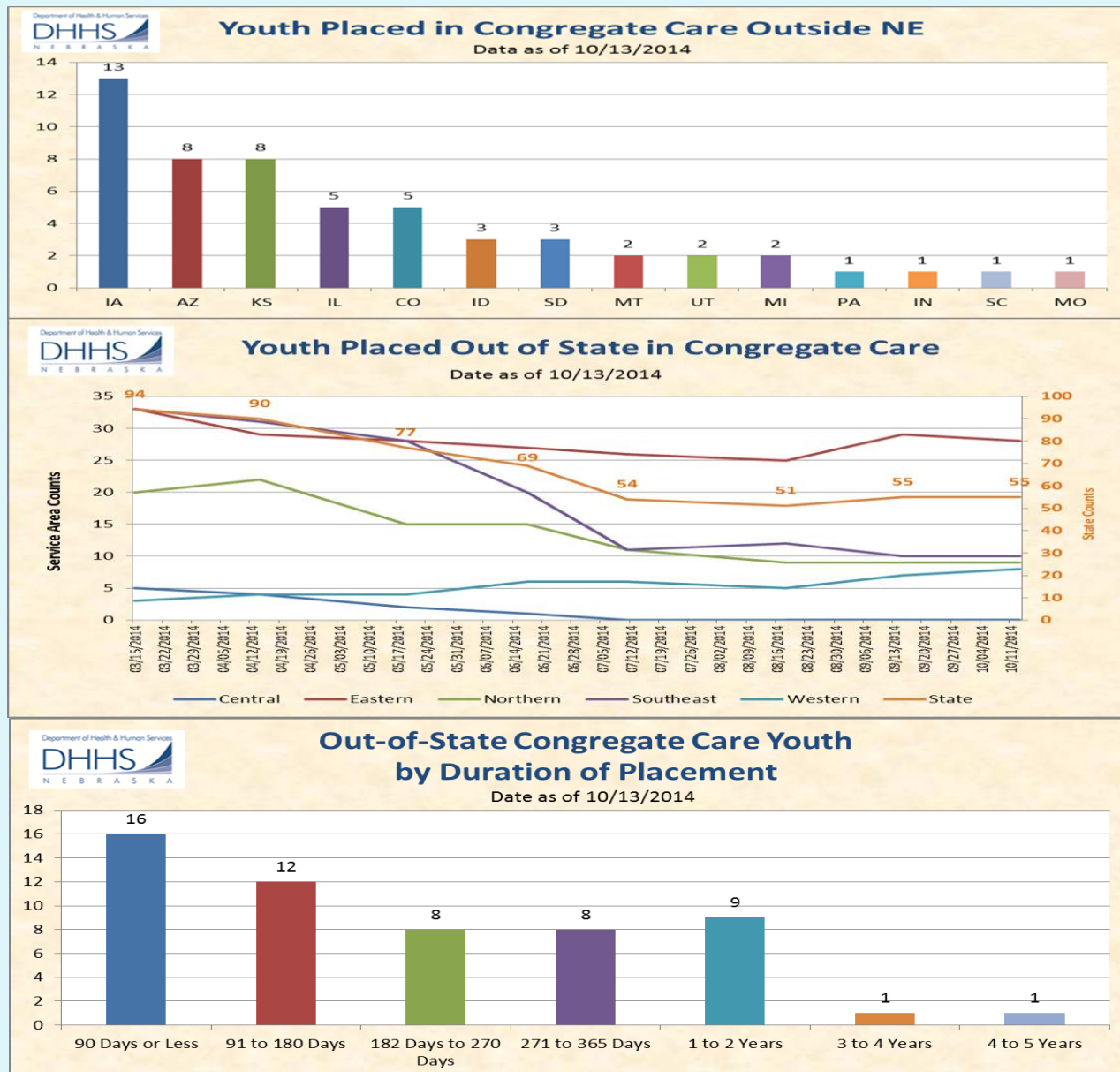
Action Items:

CQI Team Priority:

*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

Data Review Frequency: Monthly

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



*Includes all youth and all placements out of Nebraska (parent/congregate/foster). Excluding Tribal Youth.

CFS Supervisor Periodic Review

Strengths/Opportunities:

Sept 2014:

*Statewide = 92.1%

*Highest Performance = SESA (99.1%)

*Lowest Performance = Tribes (14.3%)

Barriers:

Action Items:

CQI Team Priority:

- Central Service Area

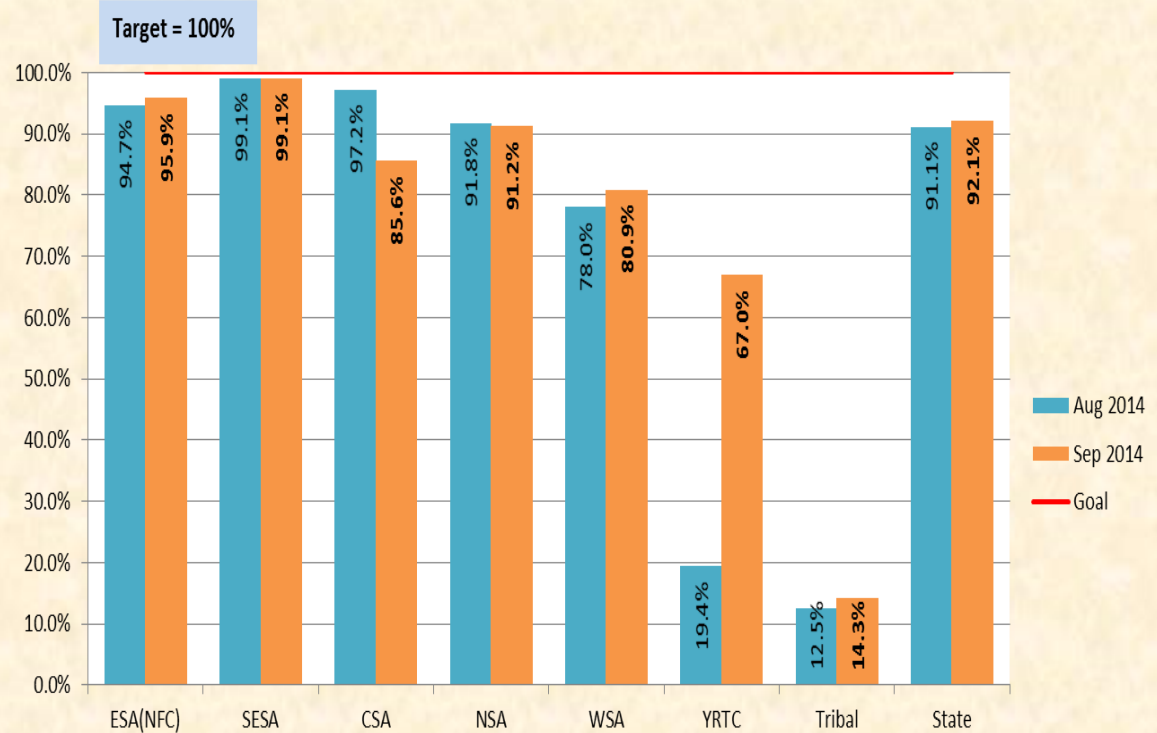
*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

Data Review Frequency: Monthly

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Supervisor Reviews Each Case with the Assigned Case Worker Every 60 Calendar Days



Supervisors will conduct periodic reviews of each case with the assigned caseworker every 60 calendar days and document the review on N-FOCUS. A supervisory review is required for cases that meet the following criteria: 1.) All cases that have a state ward or non-court involved child on the last day of the month, 2.) The child must have been a state ward or non-court involved for the last 60 days. The measure is based on documentation in the Consultation Points - Periodic Review/Evaluation narrative field on N-FOCUS. (Data Source: N-FOCUS Supervisor Review data/Infoview Report).



Data for Systemic Factor #21 (Periodic Review). Data added to CQI document on 8/2014

Permanency Hearings

Strengths/Opportunities:

- Court Reviews Occurring every 6 months in 97% of the cases reviewed by FCRO.
- Permanency Hearings Occurring in 82% of the cases reviewed by the FCRO for children in care 12+ months.

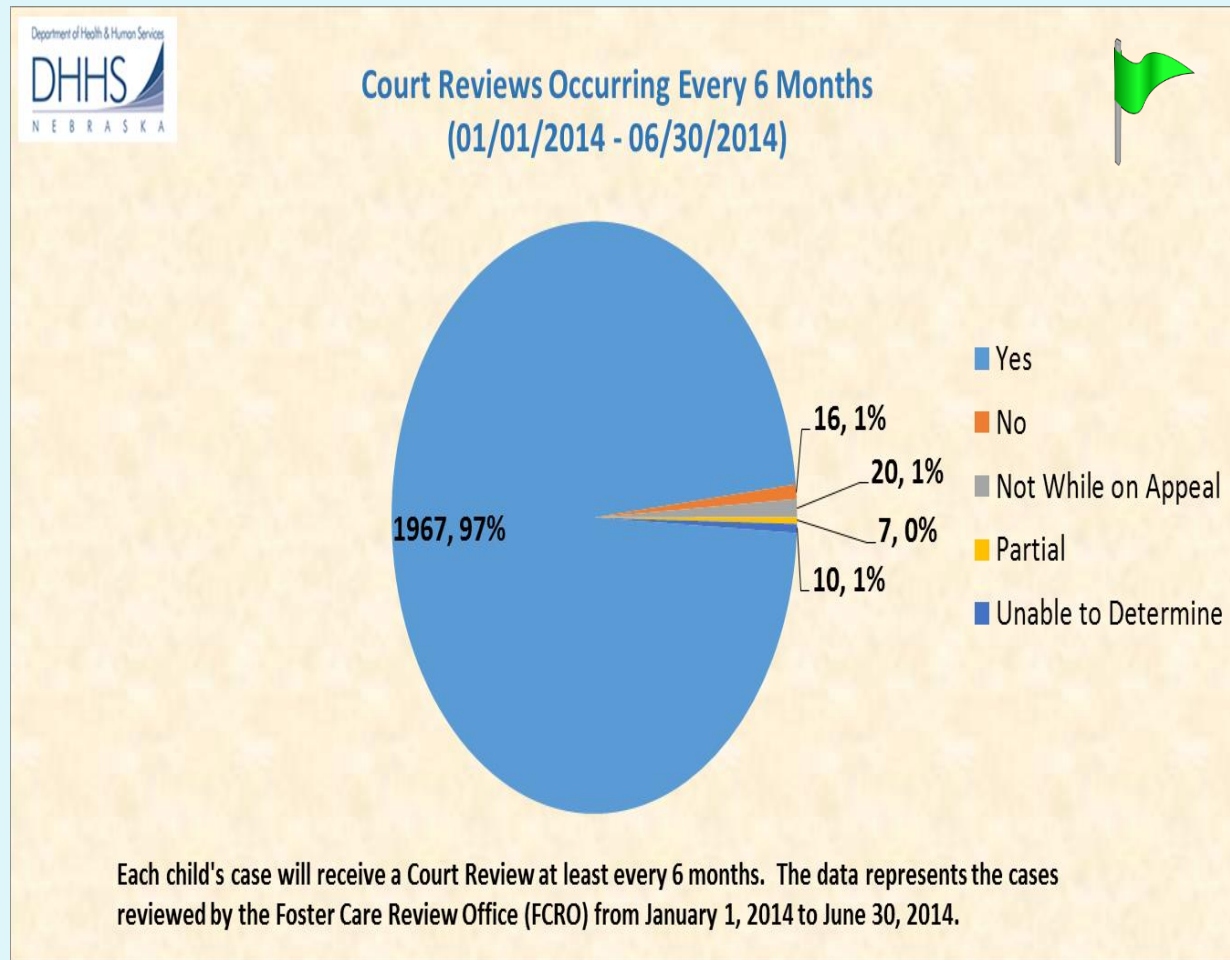
Barriers:

Action Items:

CQI Team Priority:

Data Review Frequency: January and July

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data for Systemic Factor #21 (Periodic Reviews). Data added to CQI document on 8/2014

Permanency Hearings

Strengths/Opportunities:

- Court Reviews Occurring every 6 months in 97% of the cases reviewed by FCRO.
- Permanency Hearings Occurring in 82% of the cases reviewed by the FCRO for children in care 12+ months.

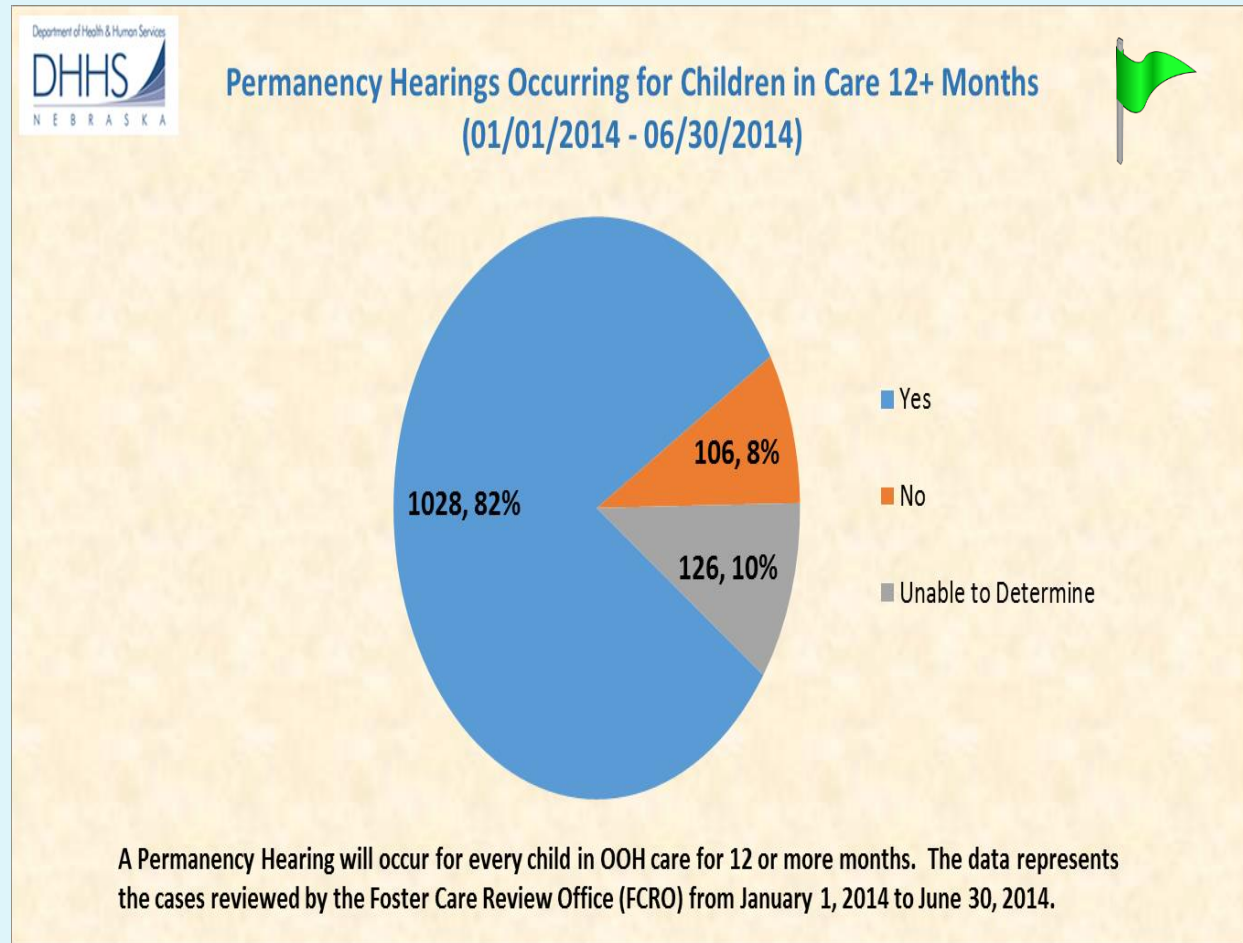
Barriers:

Action Items:

CQI Team Priority:

Data Review Frequency: January and July

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data for Systemic Factor #22 (Permanency Hearings). Data added to CQI document on 8/2014

Notice of Hearings and Reviews to Caregivers

Strengths/Opportunities:

Barriers:

Action Items:

CQI Team Priority:

Data Review Frequency: Monthly

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Insert Chart with data from Foster Parent Satisfaction Surveys.

Data will be available in August 2015



Data for Systemic Factor #24 (Notice of Hearings and Reviews to Caregivers). Data added to CQI document on August 2015.

Termination of Parental Rights

Strengths/Opportunities:

Barriers:

Action Items:

CQI Team Priority:

Data Review Frequency: Monthly

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Insert Charts with the following data:

- 1.) 15 out of 22 & Hearing Scheduled, Hearing Held
- 2.) Total Number of Youth with TPR completed on both parents.

Data will be available -TBD



Data for Systemic Factor #23 (Termination of Parental Rights). Data added to CQI document on date to be determined.

Placement Change Documentation w/in 72 hours

Strengths/Opportunities:

Sept 2014: Decrease in statewide performance (84.9%).
State performance was at 56% in May 2012.

Barriers:

- Probation changing placements and not notifying CFS
- Data analysis determined that placements occurring on Thurs & Friday are not being documented timely.
- Staff need additional training and direction on removals and placement change documentation.

Action Items:

**Completed:*

- July 2013 – changes were made in N-FOCUS to allow CFS Supervisors to make corrections to placement changes in N-FOCUS.
- Workgroup tasked to work on definitions of removals and placement changes and create instruction materials for staff.
- Service areas are implementing creative methods to remind staff to document placement changes (email reminders, signage). Service area administrators are also holding staff accountable to providing explanations when documentation timeframes are not met.
- CQI Tip sent to CFS Staff with finalized definitions and instructions about removals and placement change documentation.
- Pop Up window on n-focus whenever staff document a placement that exceeds the 72 hour timeframe (March 2014 release).

**Planned:*

- CFS Admin will submit a list and reason for missed timeframes to Deputy Director Maca.

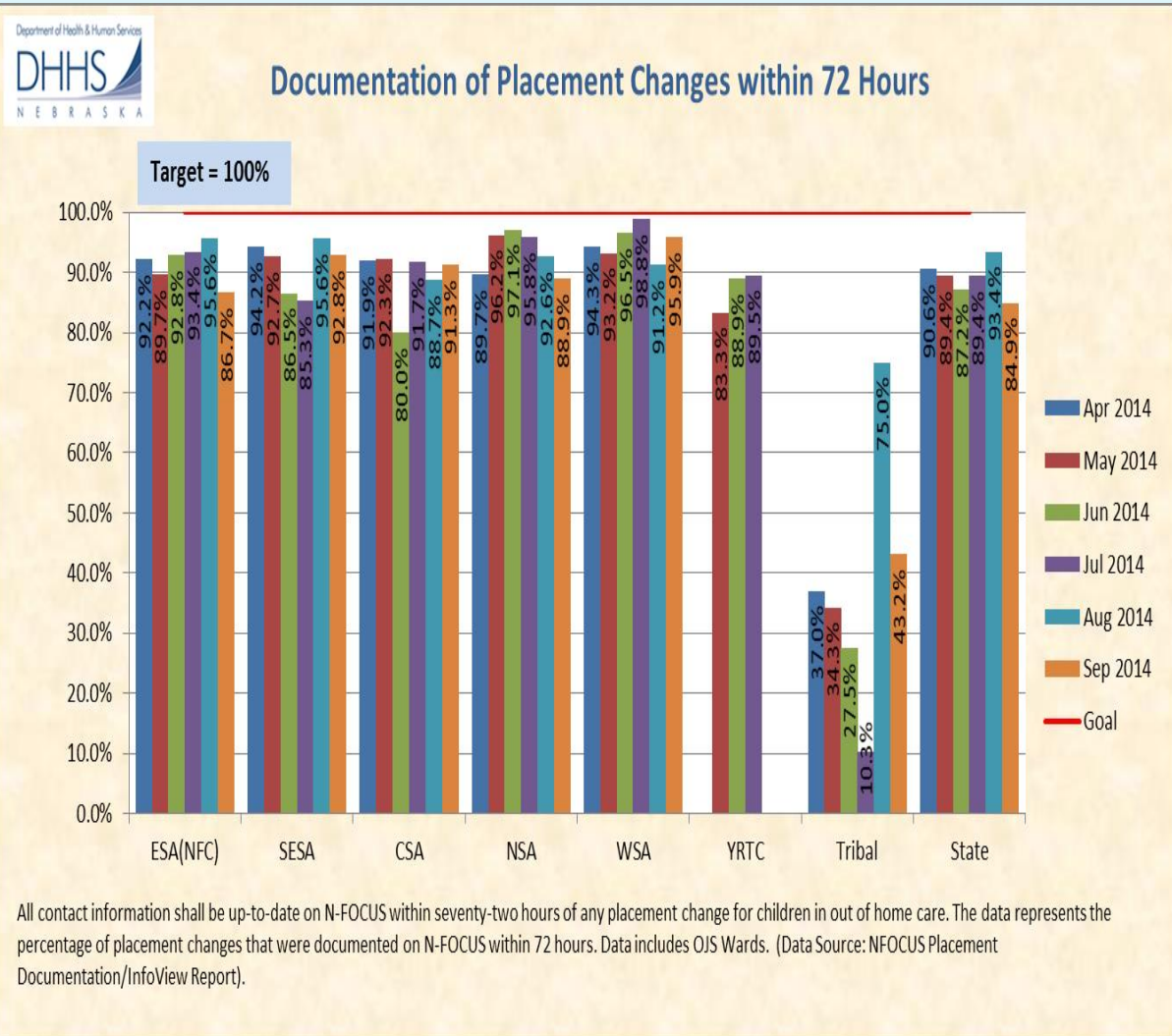
CQI Team Priority:

*Central, Northern, Southeast and Western Service Areas.

*Tribes

***Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.**

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Monthly

Family Team Meeting Frequency

Strengths/Opportunities:

Sept 2014: State performance increased to 94.3%. **ESA has the highest score at 99.6%.** Tribes have the lowest score at 18.1%.

Note: The State performance was at 76.2% in May 2012.

Barriers:

-Lack of documentation in tribal cases.

Action Items:

*Completed:

-Service Area Admin/Staff sent FTM templates to the Training Administrator, to put together a common guide/template for new worker and current worker training.

-Case management due date report includes Family Team Meetings. .

-Procedure Update #15-2013 regarding Family Team Meetings was issued on 4/19/13.

-Central Office Staff made necessary changes to FTM report on Performance Accountability Report.

-Quality Team is reviewing FTM documentation that are submitted by CFSS and provide feedback to improve quality.

--Deputy Director and Training Administrator put together a plan to address Family Team Meeting Quality.

*Planned:

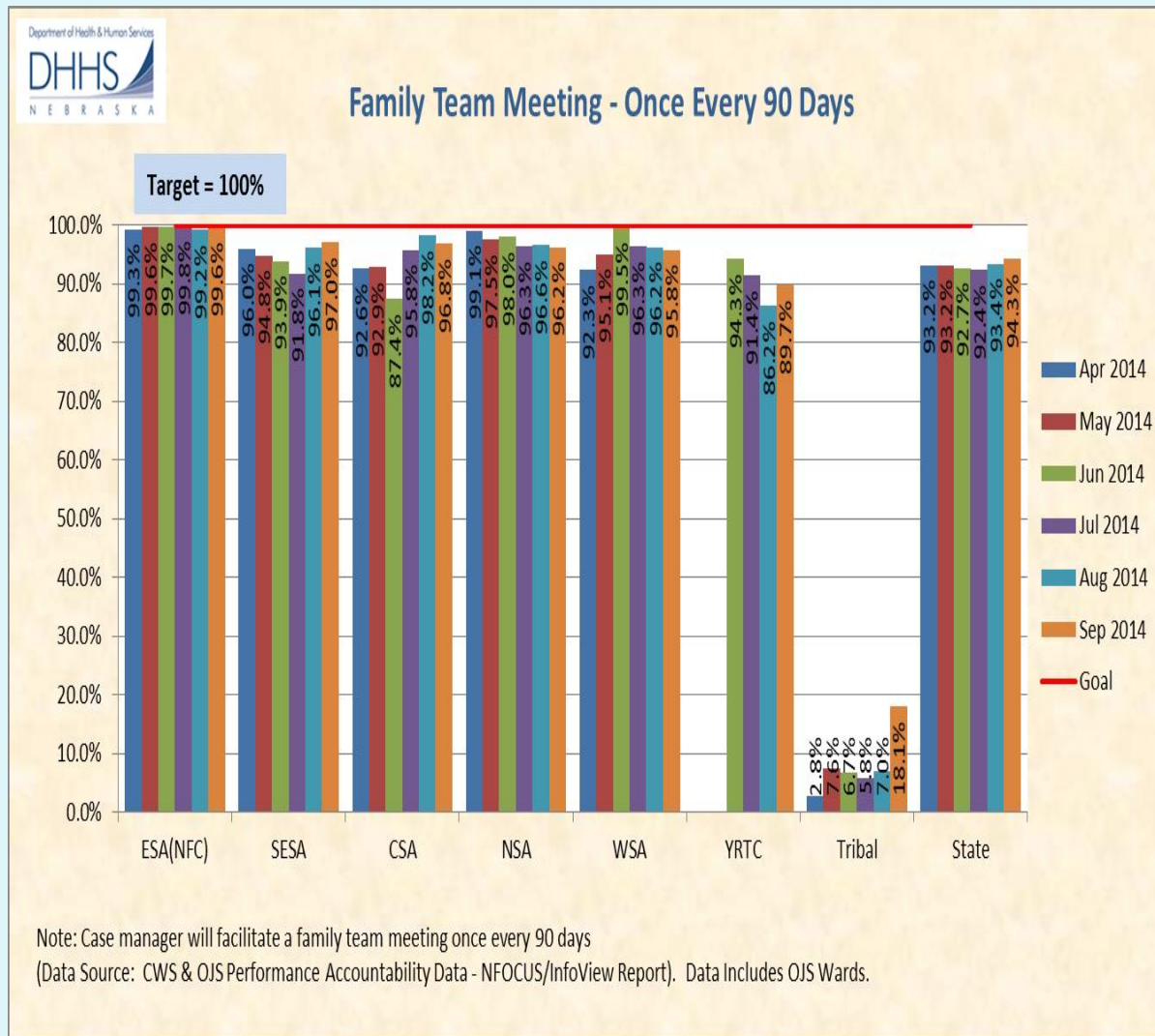
CQI Team Priority:

*Central, Eastern, Northern, and Western Service Areas

*Tribes

***Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.**

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Monthly

Family Team Meeting Quality

Strengths/Opportunities:

Sept 2014:

*At least one of the identified key topic area was discussed in at least 50% of the FTM's held within a 6 month period (86%).

*The items with the least performance achieved are: next steps (16%) and informal support involvement (14%).

Barriers:

Action Items:

CQI Team Priority:

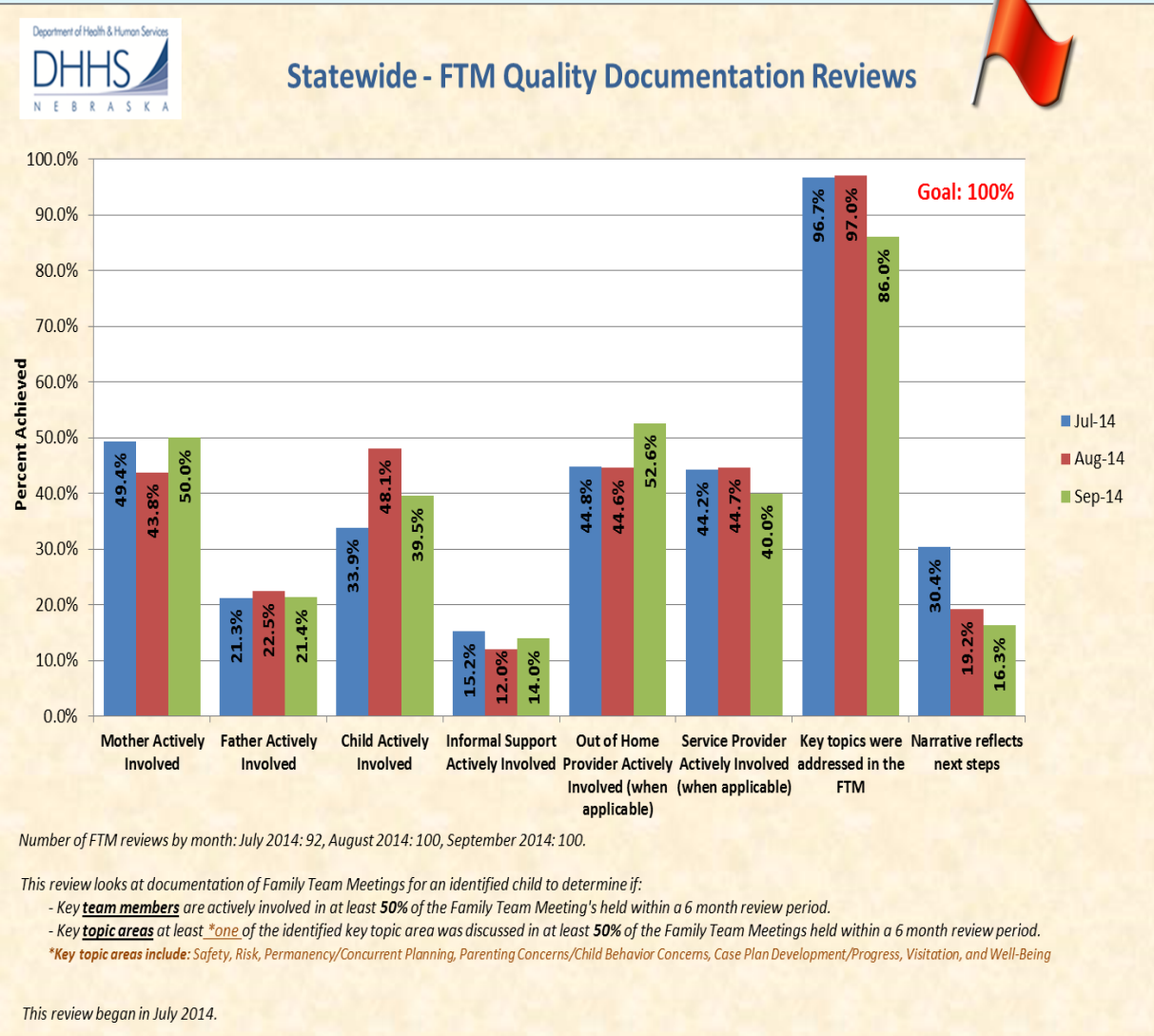
*Central, Eastern, Northern, and Western Service Areas

*Tribes

*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

Data Review Frequency: Monthly

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data is part of CFSR Item #18 (Child and Family Involvement in Case Planning).



Case Plans Created within 60 Days

Strengths/Opportunities:

Sept 2014: 81.4% of the Case plans are created within 60 days of the youth entering into custody. SESA has the highest number of case plans created in 60 days (95.4%) and CSA has the lowest (53.6%).

Barriers:

Action Items:

*Completed:

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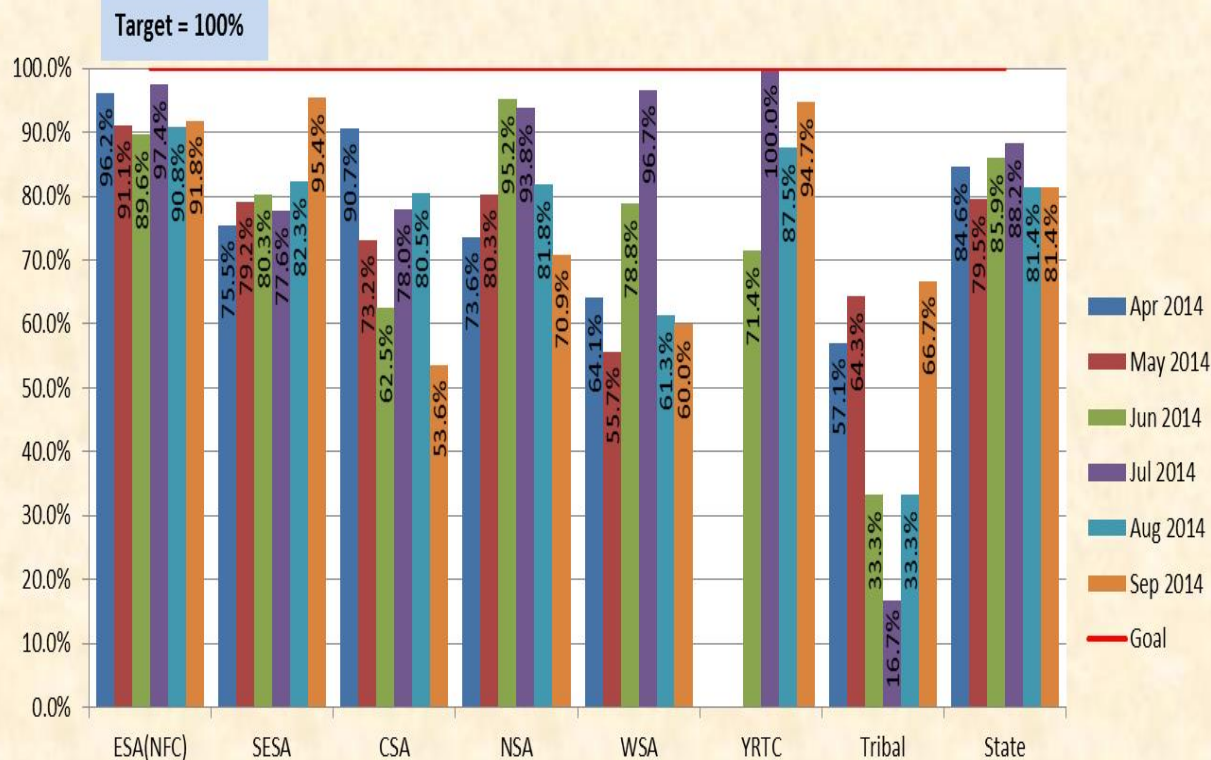
*Planned:

CQI Team Priority:

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Case Plans created within 60 calendar days of youth becoming a ward or a child in a non-court involved case.



All children shall have a written Case Plan on NFOCUS within 60 calendar days of becoming a ward or child in non-court involved case. The data represents the percentage of Case Plans created on N-FOCUS within 60 calendar days of the child's legal status change to ward or non-court involved child. Data includes OJS Wards. (Data Source: NFOCUS Case Plan Documentation/InfoView Report).



Case Plan Quality

Strengths/Opportunities:

Barriers:

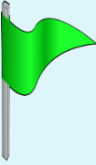
Action Items:

CQI Team Priority:

- Central Service Area

*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Insert Chart with data from Case Plan QA reviews.

Data will be available in December 2014.

Data Review Frequency: Monthly



Data for Systemic Factor #20 (Case Review System). Data added to CQI document on Dec 2014

Case Planning Involvement – CFSR 18

Strengths/Opportunities:

Note: The CFSR review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.

Barriers:

- Lack of ongoing efforts to locate and/or engage non-custodial parent in case planning (in most cases, this is the child's father).
- Lack of ongoing efforts engage developmentally appropriate children in case planning.
- Lack of good quality documentation during family team meetings and face to face contacts between the worker, children, mother and father. Documentation should clearly state how the parent or youth was engaged in the creation of, ongoing evaluation and discussions regarding progress and needs related to case plan goals.

Action Items:

**Completed:*

**Planned:*

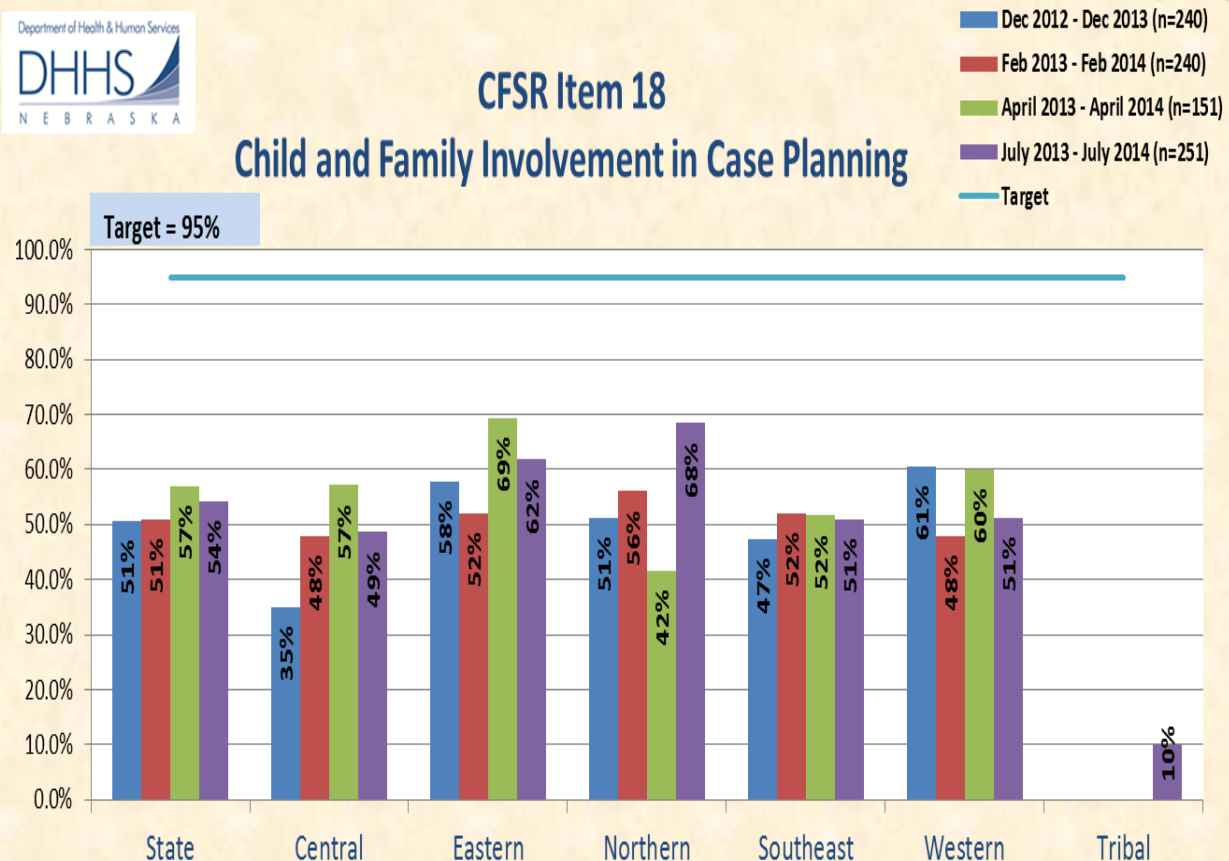
- Policy team will send a list of documents to scan on N-FOCUS.
- Policy team will review and expand non-custodial parent memo to include instructions for engaging the non custodial parent.

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



CFSR Item 18

Child and Family Involvement in Case Planning



Item 18 looks at whether or not the agency made concerted efforts during the period under review to involve the parent (mother and father) and the children during the case planning process. Children and parents have to contribute to the creation of the case plan goals and review them with the agency on an ongoing basis for this item to be rated as a strength.

**Tribal data is based on cases reviewed from the Macy, Santee, and Winnebago tribes. CFSR reviews of Tribal cases began with the July 2014 review.*

Caseworker Contact with Parent CFSR 20

Strengths/Opportunities:

Note: The CFSR review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.

Barriers:

- Lack of ongoing efforts to visit with the child's non custodial parent (in most cases, this is the child's father).
- Lack of good quality documentation during face to face contacts between the worker and the child's mother and father.

Action Items:

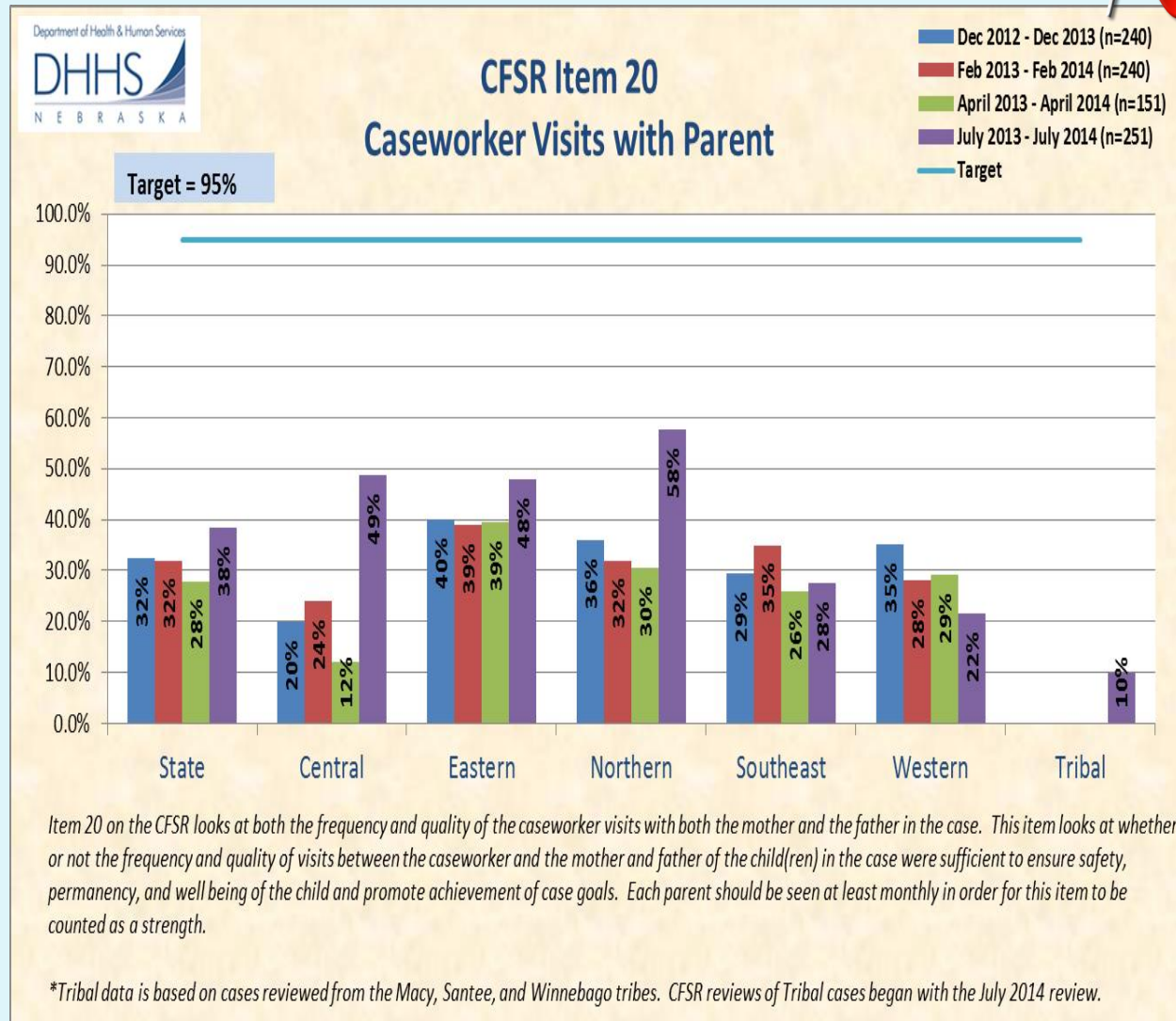
*Completed:

- - CQI Team provided instructions on the new/improved required contact fields on N-FOCUS.

*Planned:

- Policy team will update procedures memo to include clarification regarding parent contact when the child's permanency goal is something other than reunification or family preservation.

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Worker Contact with Mother and Father

Strengths/Opportunities:

Statewide:

Sept 2014: Slight increase in contact with mothers (74.0%). Fathers saw an increase to 37.0%.

Barriers:

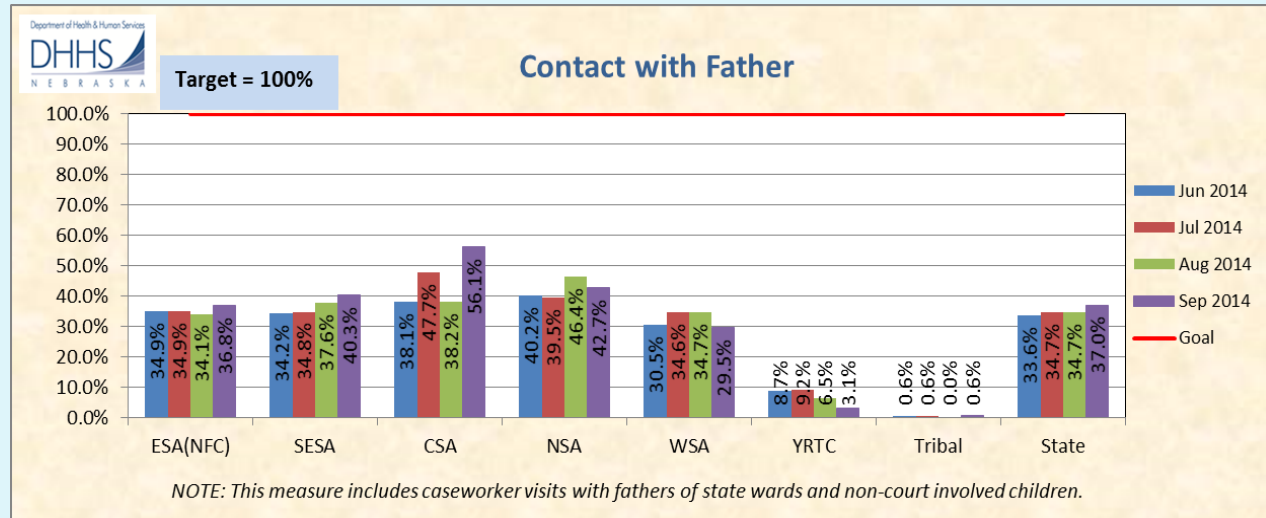
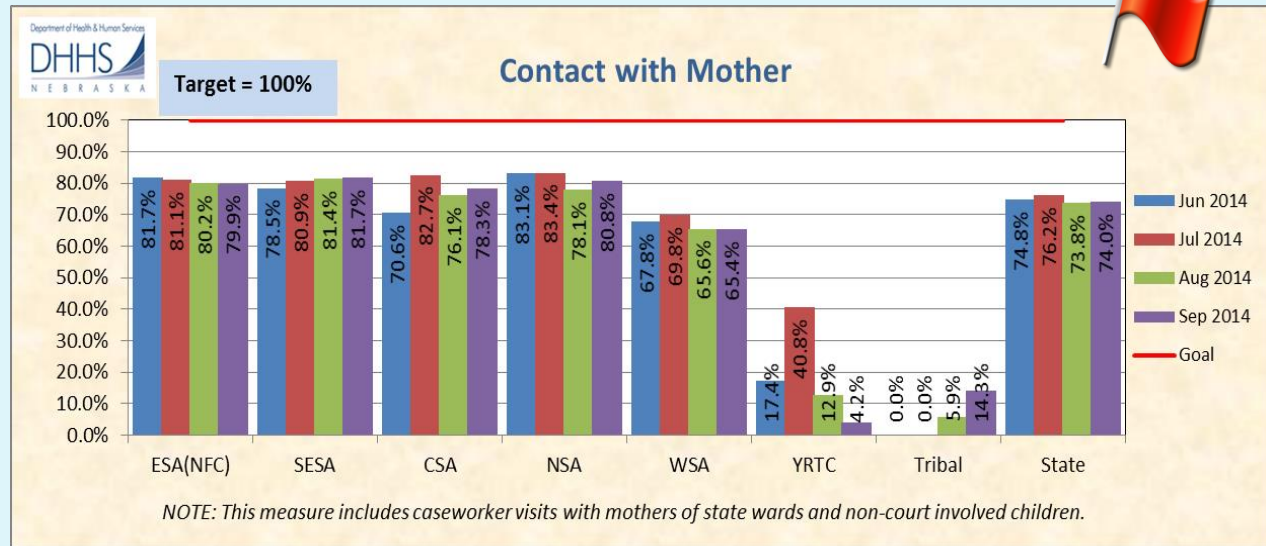
Identification and engagement of non-custodial parents, especially fathers.

Action Items:

*Completed:

*Planned:

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



*Note: Data includes parent contact in both court & non-court involved cases.

Data Review Frequency: Monthly



Data is part of CFSR Item #20 (Caseworker visit with mother/father). Data added to CQI document on 6/2014

Child, Parent & Foster Parent Needs Assessment – CFSR 17

Strengths/Opportunities:

Note: The CFSR review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.

Barriers:

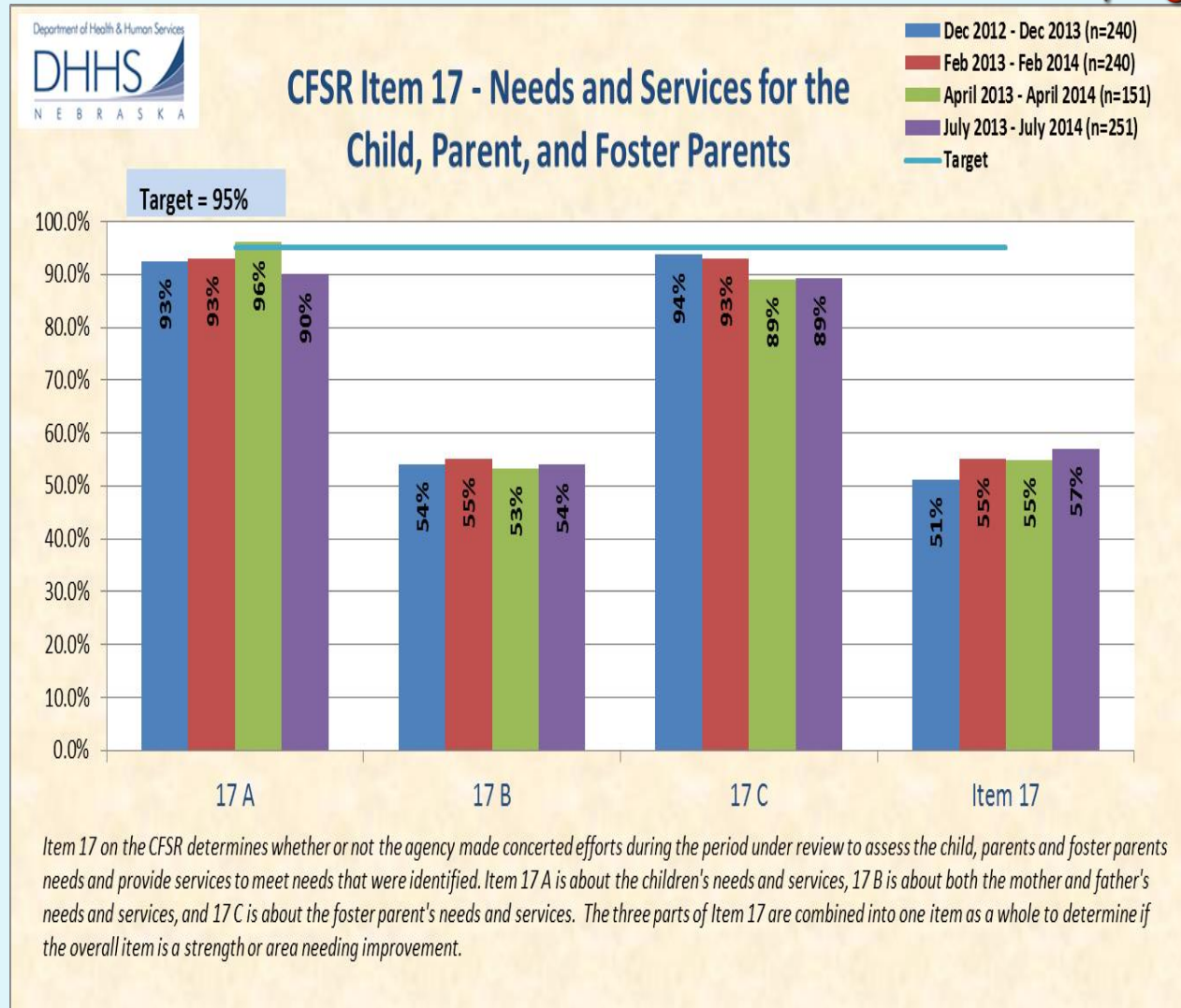
- Lack of good quality documentation during face to face contacts between the worker and the child. Documentation should contain sufficient information to address safety, permanency and well-being.

Action Items:

**Completed:*

**Planned:*

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Federal Visitation with State Wards

Strengths/Opportunities:

Sept 2014: New Fed Fiscal Year began in October 2013. The Federal Measure is 90%, this will increase to 95% in 2015. NE has set goal at 95% in preparation for the change with the federal measure. **State performance remains at 95% this month. Performance is 98% and above for all Service Areas, 89% for YRTC, and 36% for Tribal Cases. August data includes court youth placed at home on trial home visits.**

Note: In SFY11, NE reported 48.4% monthly child contact with this federal measure! WOW!!!

Barriers:

-Lack of documentation in tribal cases

Action Items:

*Completed:

- Case Management Due Date Report includes Monthly Child Contact.
- Sherri Haber and Sherri Eveleth will work with Vicki Maca to identify and provide support to the tribes
- SAA/CFS Admin have been submitting a list and reasons for all missed worker visits with the child to the Deputy Director for review.

*Planned:

- Some Service areas are planning to implement quality reviews and training with their staff on the quality of face to face contact.
- CQI Team will provide captive and instructions on the new/improved required contact fields on N-FOCUS.

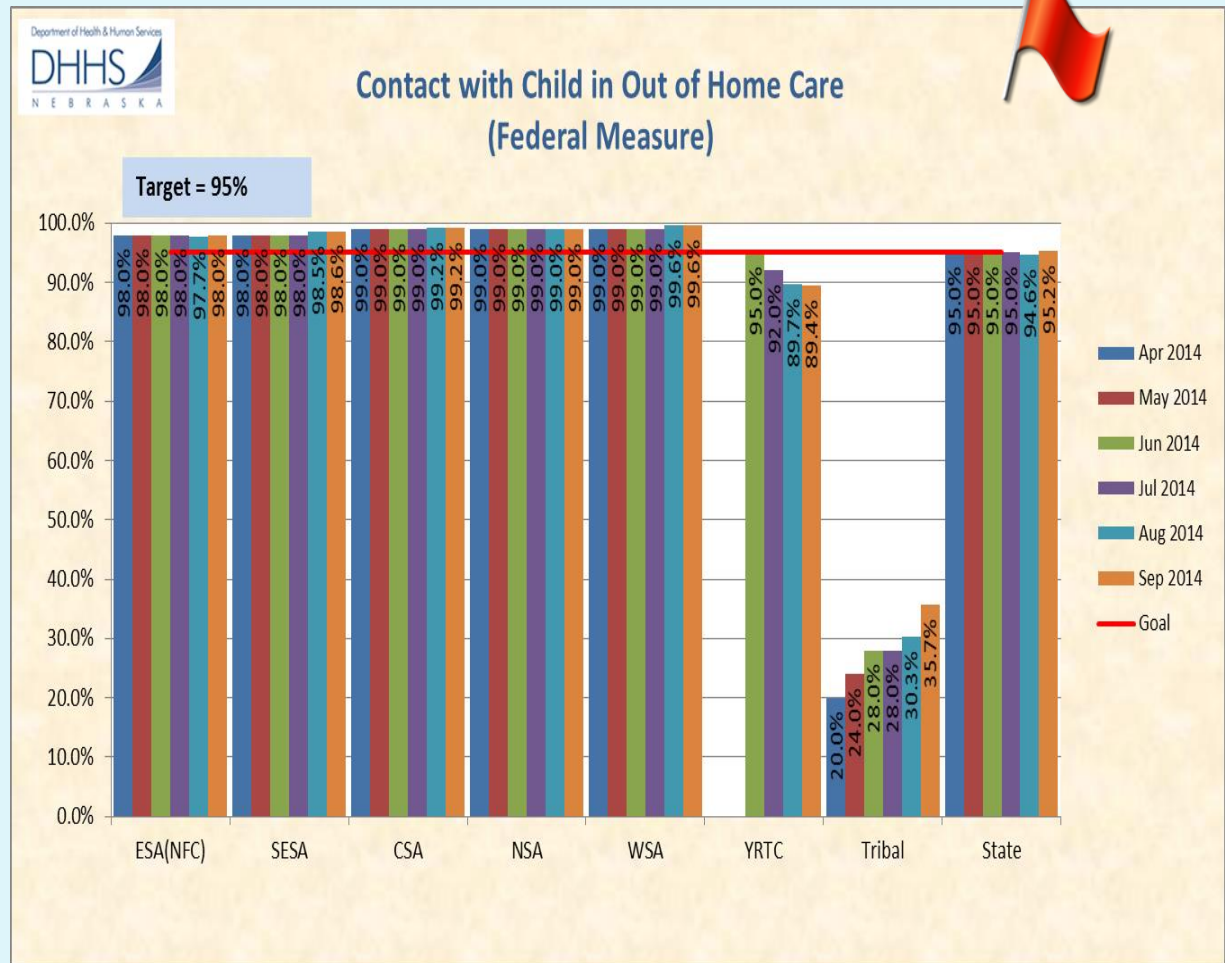
CQI Team Priority:

*Central and Southeast Service Areas

*Tribes

***Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.**

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Case manager will have monthly face to face contact with the child. This federal visitation requirement is a cumulative measure for the federal fiscal year (October to December). Youth are required to be visited 95% of the months they are in out of home care. Data includes OJS Wards. (Data Source: Federal Visitation Data - NFOCUS/InfoView Reports).

Data Review Frequency: Monthly



Data is part of CFSR Item #19 (Caseworker visit with the child).

Monthly Contact with State Wards and Non-Court Involved Child

Strengths/Opportunities:

Sept 2014: Non Court Case - statewide performance increased to 97.8%. *Note: In May 2012, the state performance was at 53.4% for this measure.*

Sept 2014: State Wards – statewide increase to 95.4%. Performance is 98% and above for all Service Areas. YRTC saw a increase to 86.4% and tribal cases had an decrease to 40.0% this month.

Barriers:

-Lack of documentation in tribal cases

Action Items:

**Completed:*

-Case Management Due Date Report includes Monthly Child Contact.

-Sherri Haber and Sherri Eveleth will work with Vicki Maca to identify and provide support to the tribes

-SAA/CFS Admin have been submitting a list and reasons for all missed worker visits with the child to the Deputy Director for review.

-SAA/CFS Admin have been coordinating visits with all youth placed out of state to ensure visits are taking place every month.

**Planned:*

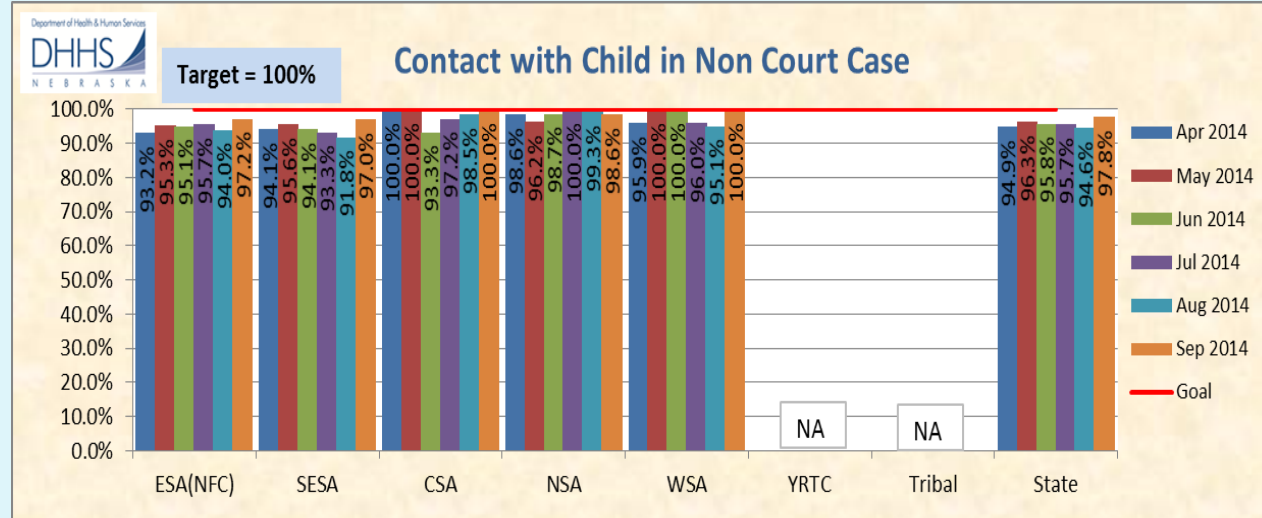
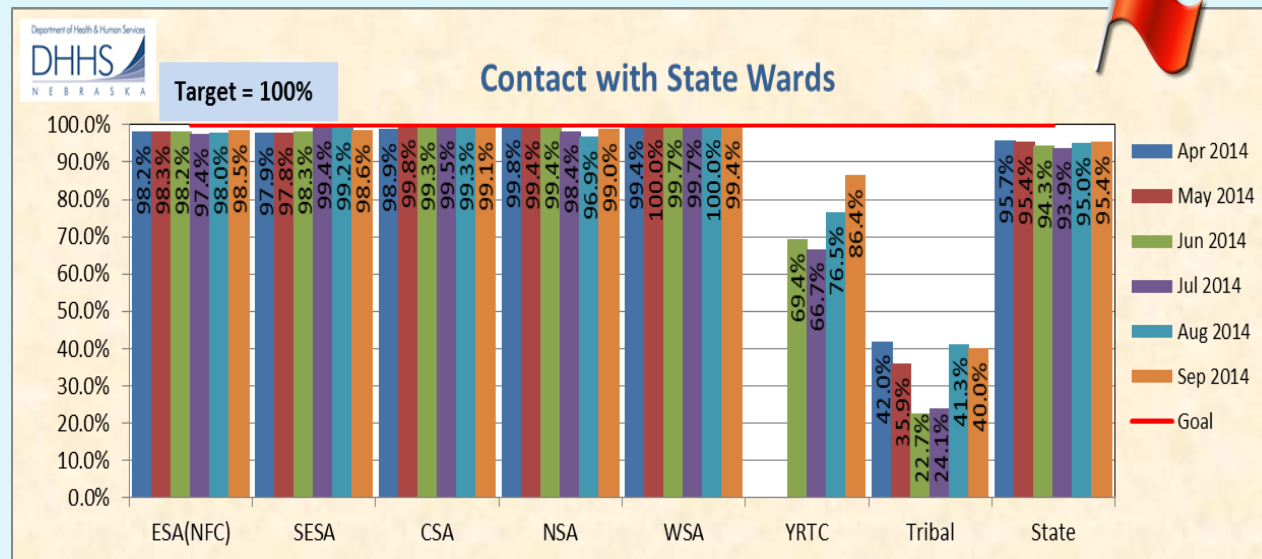
-Some Service areas are planning to implement quality reviews and training with their staff on the quality of face to face contact

-CQI Team will provide captivate and instructions on the new/improved required contact fields on N-FOCUS.

CQI Team Priority:

**Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.*

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Case manager will have monthly face to face contact with the child (Data Source: CWS & OJS Performance Accountability Data - NFOCUS/InfoView Reports).

Data Review Frequency: Monthly

Data is part of CFSR Item #19 (Caseworker visit with the child).

Caseworker Contact with Child CFSR 19

Strengths/Opportunities:

Note: The CFSR review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.

Barriers:

- Lack of good quality documentation during face to face contacts between the worker and the child's mother and father. Documentation should contain sufficient information to address safety, permanency and well-being.

Action Items:

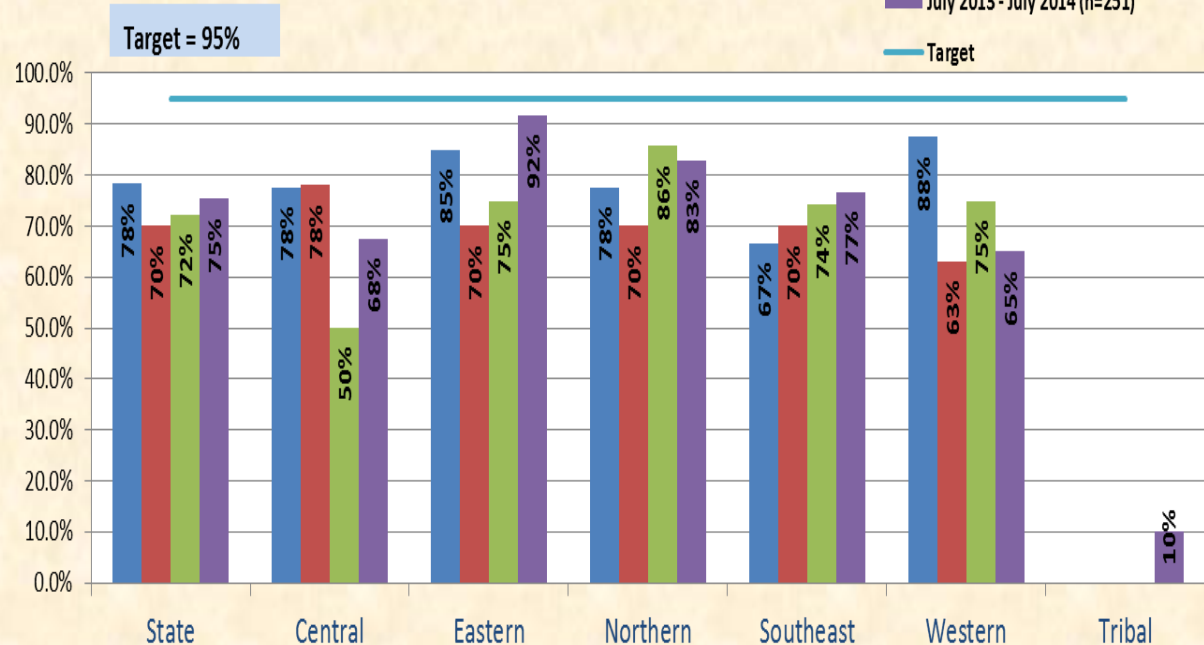
**Completed:*

**Planned:*

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



CFSR Item 19 Caseworker Visits with Child



Item 19 on the CFSR looks at both the frequency and quality of the caseworker visits with the children in the case. This item looks at whether or not the frequency and quality of visits between the caseworker and the children in the case were sufficient to ensure safety, permanency, and well-being of the child and promote achievement of case goals. Children should be seen privately when age appropriate and at least monthly in order for this item to be counted as a strength.

**Tribal data is based on cases reviewed from the Macy, Santee, and Winnebago tribes. CFSR reviews of Tribal cases began with the July 2014 review.*

Permanency for Children in Foster Care

Strengths/Opportunities:

Sept 2014: All Service Areas continue to meet the target goal for this measure.

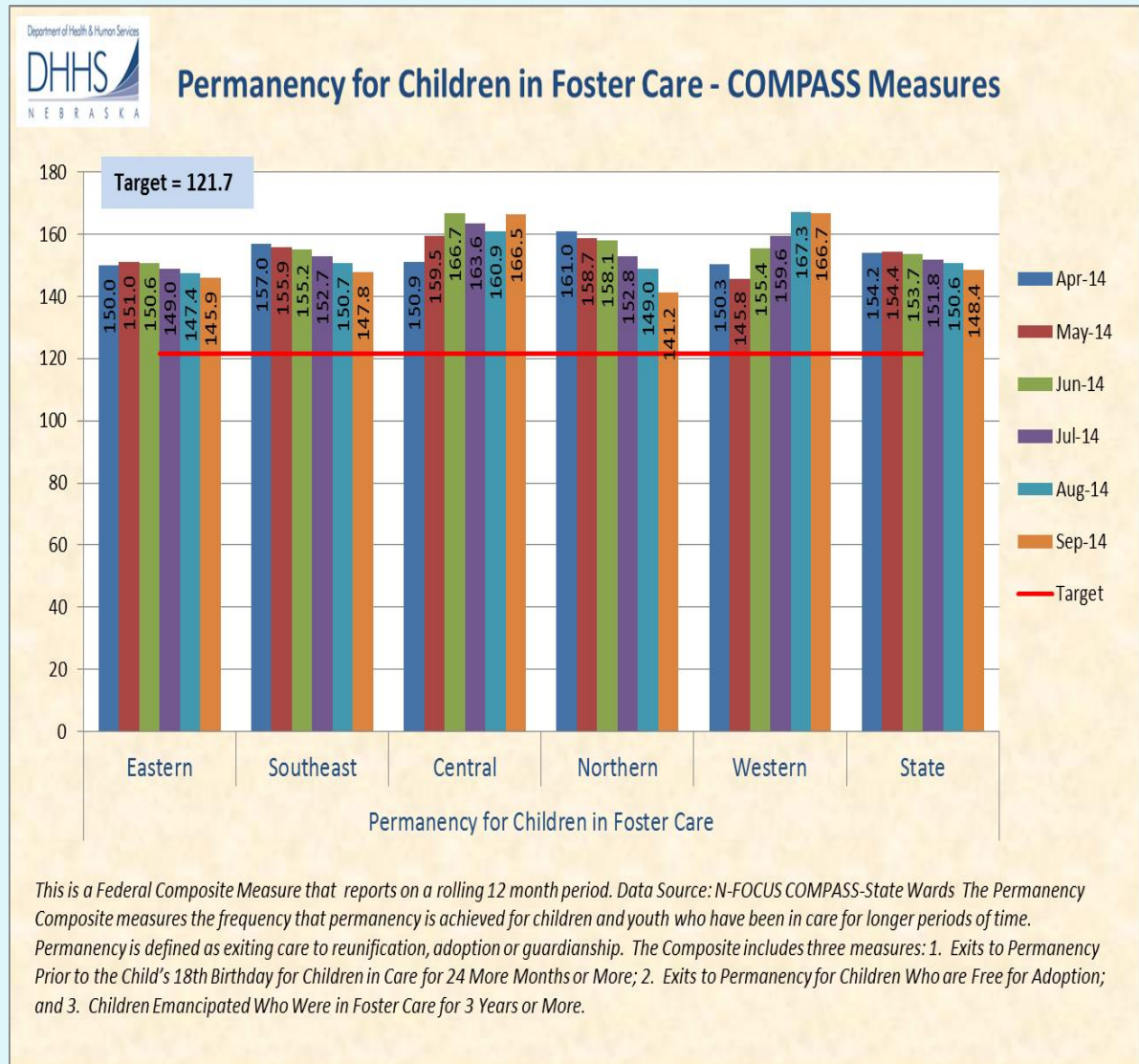
Barriers:

Action Items:

**Completed:*

**Planned:*

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Quarterly (March, June, September, December)

Timeliness of Adoption

Strengths/Opportunities:

Sept 2014: All service areas continue to meet the target goal for this measure.

Barriers:

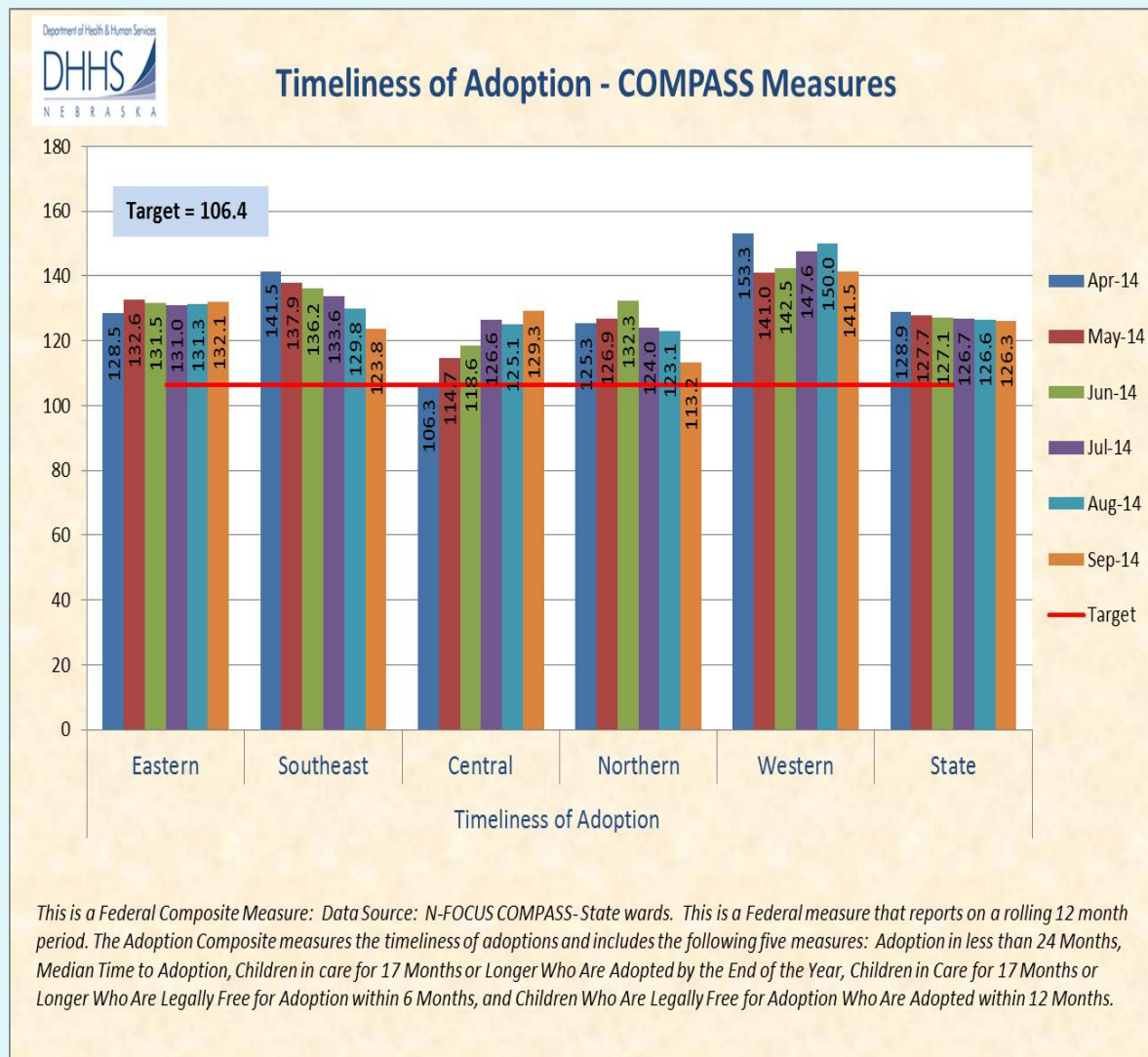
Action Items:

**Completed:*

- CQI team corrected the definition of Free for Adoption to no longer include the existence of TPR hearing for this measure.
- Eastern Service Area/NFC completed a review of 119 adoption cases and identified barriers to Adoption in ESA. Eastern Service Area continues to address barriers through Court Collaboration meetings and other processes.

**Planned:*

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Quarterly (March, June, September, December)

Timeliness & Permanency of Reunification

Strengths/Opportunities:

Sept 2014: NSA and SESA are currently meeting this measure. WSA saw a decrease in their performance over the previous month while ESA and CSA saw an increase.

Barriers:

Action Items:

*Completed:

- CFS Staff are utilizing Average Number of Out of Home Report to look at length of time and address barriers for youth who are in Out of Home Care for an extended period of time.
- 40 Day Focus Initiatives
 - A.) All wards in out of home care over 180 days. 123 wards achieved permanency as a result of this initiative.
 - B.) OJS & 3B Youth. 228 wards achieved permanency as a result of this initiative.

*Planned:

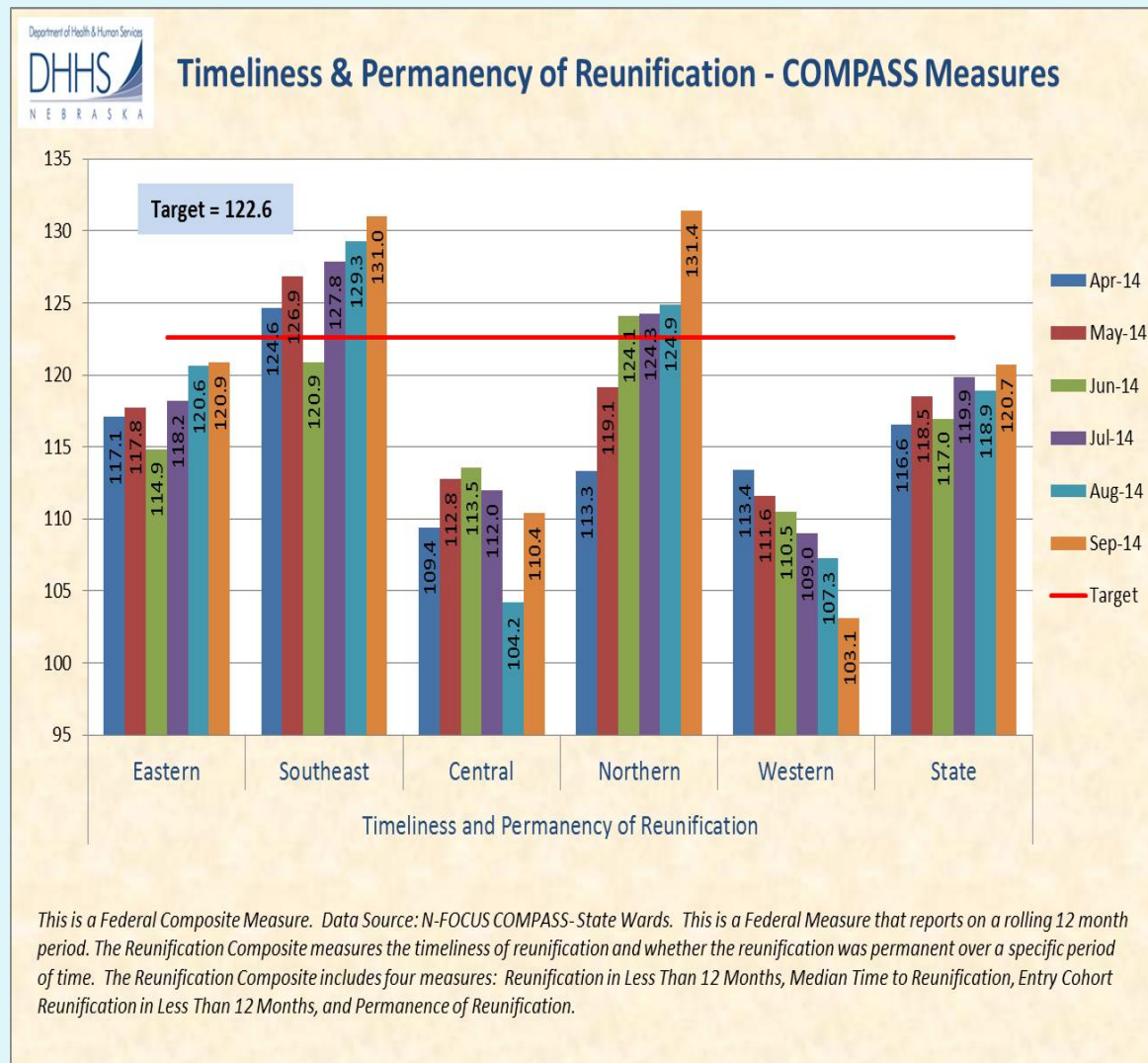
- CQI Team will provide additional data breakdown by adjudication, judge, and other variables to assist with identification of areas needing improvement.
- Service Area CQI teams need to drill down and identify barriers to reunification.
- Service Areas should track how many requests for early hearings are denied.
- Policy & Training will work together to develop quick tip or training materials to remind staff of their role as advocates and experts and to use assessments and tools available to them to request and promote achievement of reunification.

CQI Team Priority:

- *Statewide External Stakeholder Team
- *Eastern, Northern, Southeast and Western Service Areas

***Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.**

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Quarterly (March, June, September, December)

Timeliness & Permanency of Reunification

Strengths/Opportunities:

Sept 2014: 61.9% of the exits to reunification happen between 0-12 months.

Barriers:

Action Items:

*Completed:

- CFS Staff are utilizing Average Number of Out of Home Report to look at length of time and address barriers for youth who are in Out of Home Care for an extended period of time.
- 40 Day Focus Initiatives
 - A.) All wards in out of home care over 180 days. 123 wards achieved permanency as a result of this initiative.
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*Planned:

-CQI Team will provide additional data breakdown by adjudication, judge, and other variables to assist with identification of areas needing improvement.

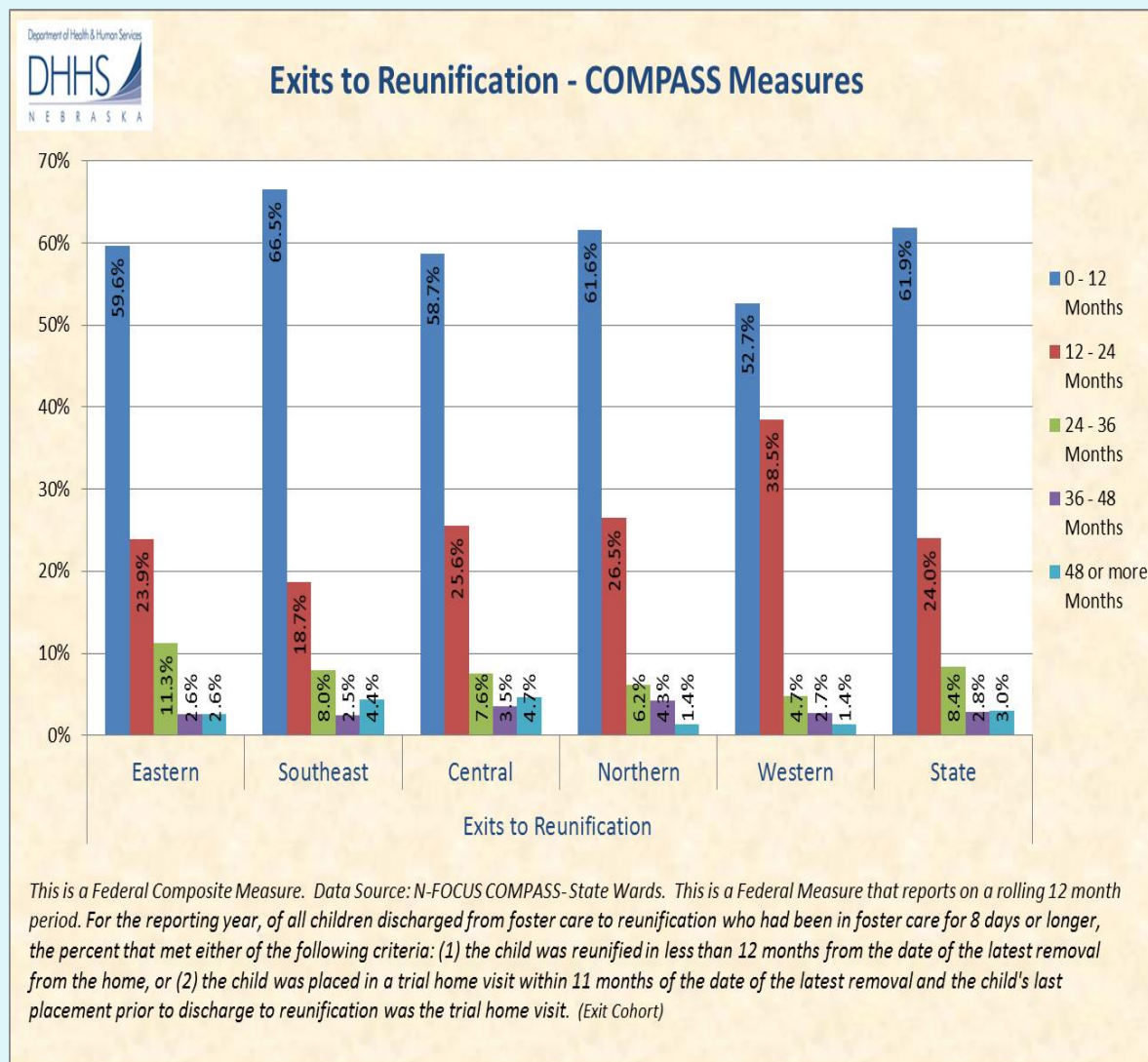
CQI Team Priority:

*Statewide External Stakeholder Team

*Eastern, Northern, Southeast and Western Service Areas

*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Quarterly (March, June, September, December)

Timeliness & Permanency of Reunification

Strengths/Opportunities:

Sept 2014: NSA is currently meeting this measure. Decrease in performance in WSA and ESA while other Service Areas saw an increase.

Barriers:

Action Items:

*Completed:

- CFS Staff are utilizing Average Number of Out of Home Report to look at length of time and address barriers for youth who are in Out of Home Care for an extended period of time.

- 40 Day Focus Initiatives

- A.) All wards in out of home care over 180 days. 123 wards achieved permanency as a result of this initiative.
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*Planned:

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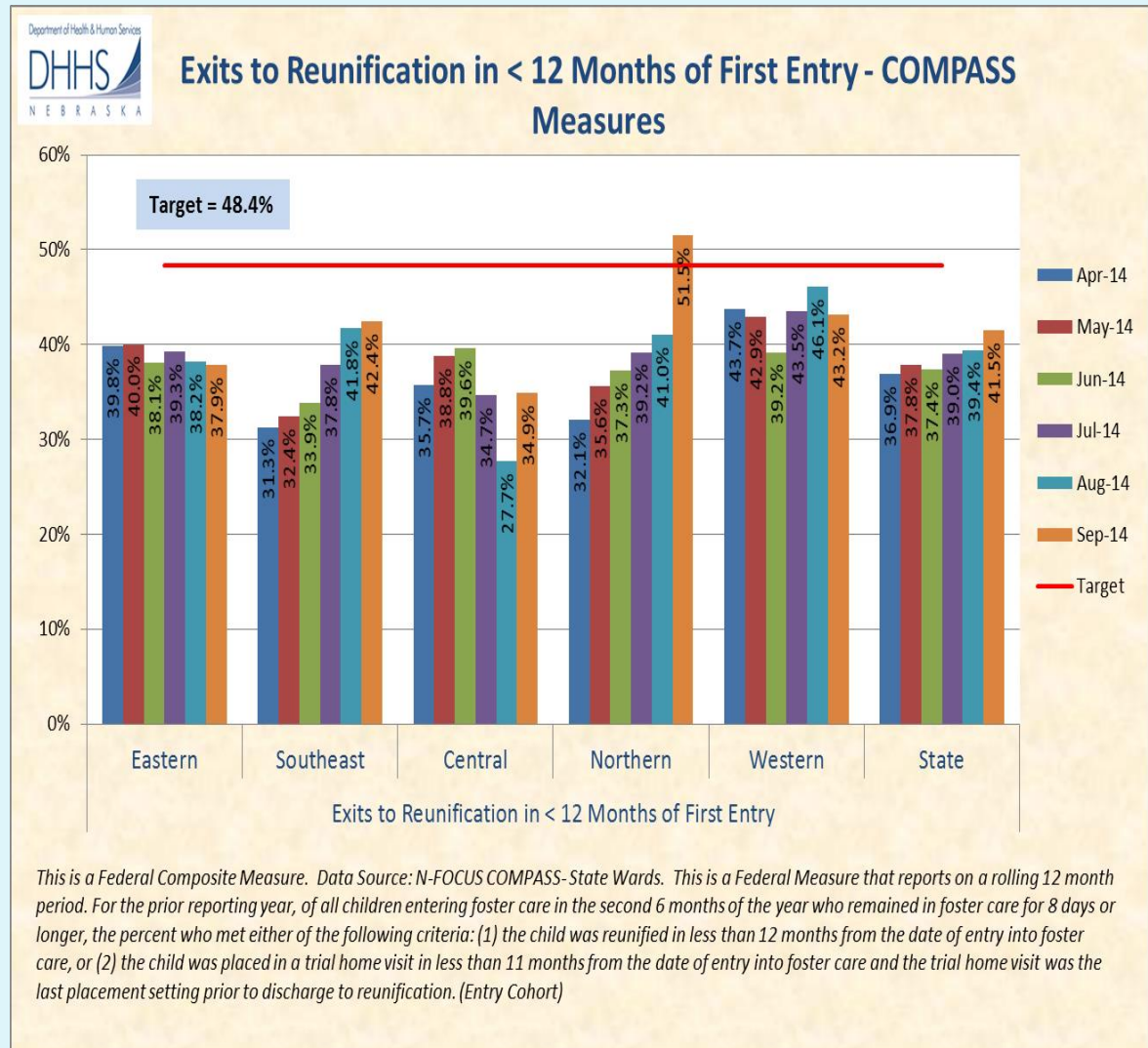
CQI Team Priority:

*Statewide External Stakeholder Team

*Eastern, Northern, Southeast and Western Service Areas

*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Quarterly (March, June, September, December)

Timeliness & Permanency of Reunification

Strengths/Opportunities:

Sept 2014: Statewide Median Months in care remains at 9.1.

Barriers:

Action Items:

*Completed:

- CFS Staff are utilizing Average Number of Out of Home Report to look at length of time and address barriers for youth who are in Out of Home Care for an extended period of time.
- 40 Day Focus Initiatives
 - A.) All wards in out of home care over 180 days. 123 wards achieved permanency as a result of this initiative.
 - B.) OJS & 3B Youth. 228 wards achieved permanency as a result of this initiative.

*Planned:

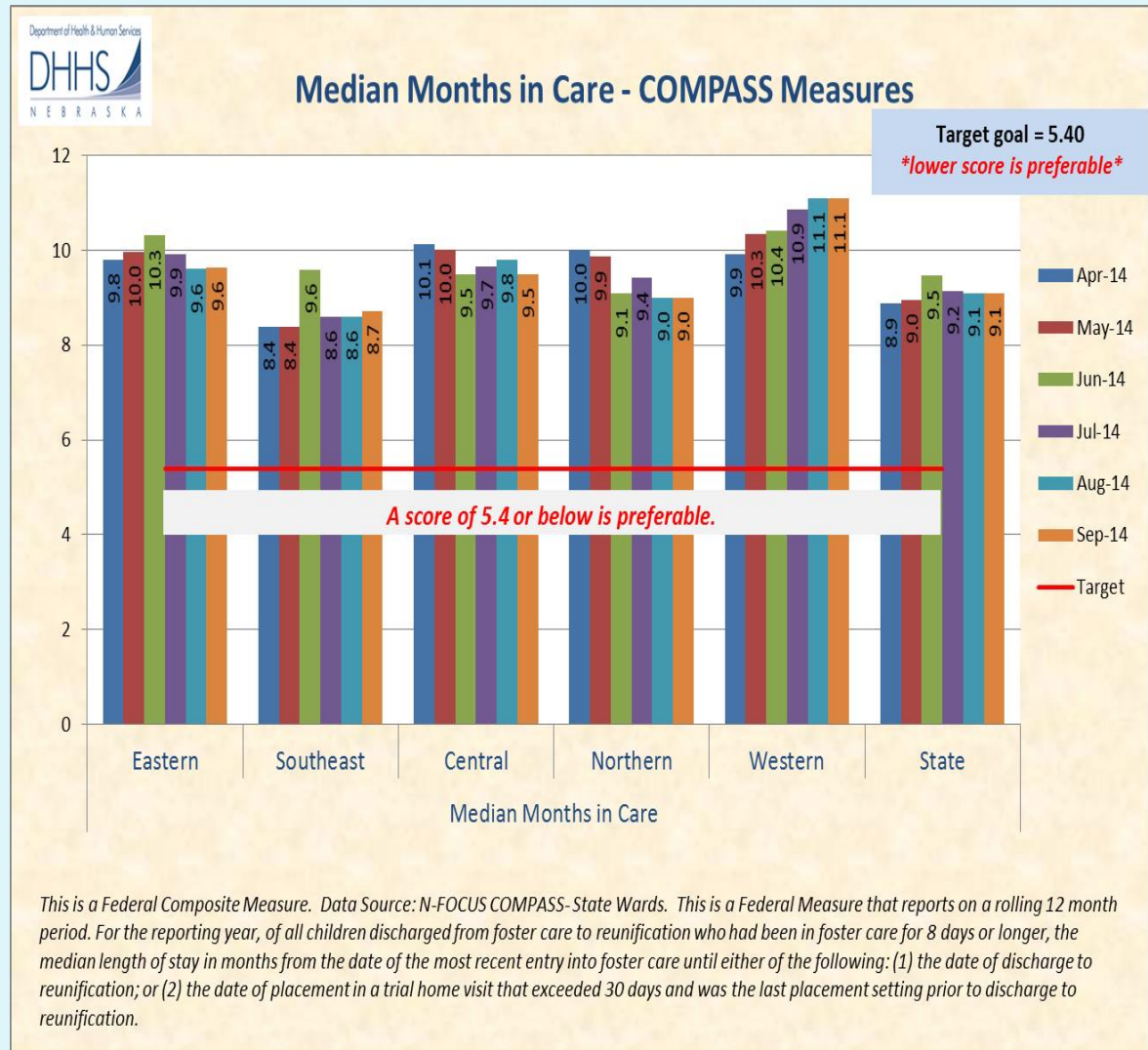
-CQI Team will provide additional data breakdown by adjudication, judge, and other variables to assist with identification of areas needing improvement.

CQI Team Priority:

- *Statewide External Stakeholder Team
- *Eastern, Northern, Southeast and Western Service Areas

*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Quarterly (March, June, September, December)

Timeliness & Permanency of Reunification

Strengths/Opportunities:

Sept 2014: CSA and WSA are not meeting the target goal for this measure.

Barriers:

Action Items:

**Completed:*

- CFS Staff are utilizing Average Number of Out of Home Report to look at length of time and address barriers for youth who are in Out of Home Care for an extended period of time.

- 40 Day Focus Initiatives

- A.) All wards in out of home care over 180 days. 123 wards achieved permanency as a result of this initiative.
- B.) OJS & 3B Youth. 228 wards achieved permanency as a result of this initiative.

**Planned:*

- CQI Team will provide additional data breakdown by adjudication, judge, and other variables to assist with identification of areas needing improvement.

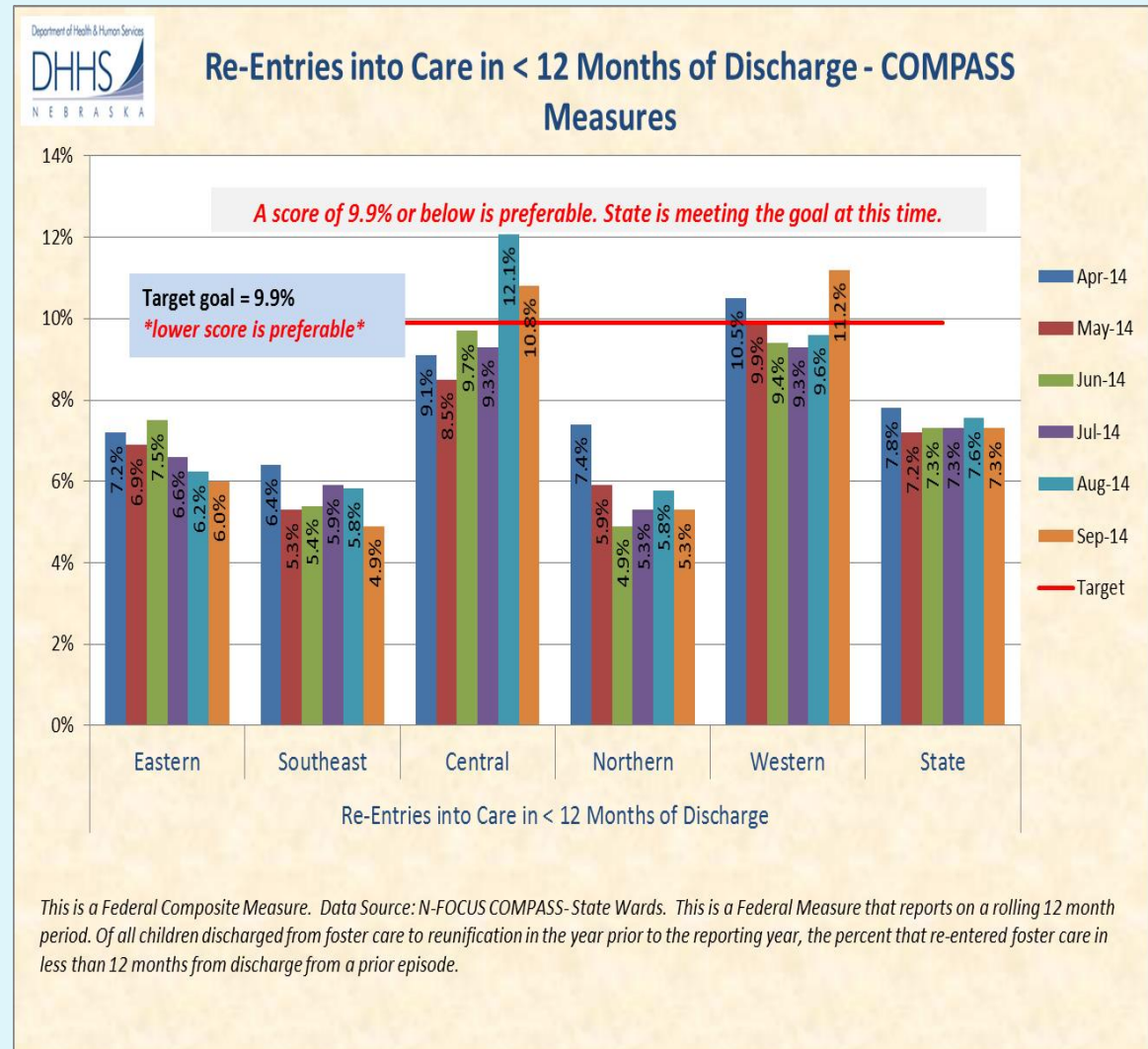
CQI Team Priority:

- *Statewide External Stakeholder Team

- *Eastern, Northern, Southeast and Western Service Areas

**Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.*

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Quarterly (March, June, September, December)

Placement Stability

Strengths/Opportunities:

Sept 2014: State performance continues to exceed target goal this month. SESA is the only one not meeting the target.

Barriers:

- Placement disruptions due to child behaviors
- Shortage of foster placements for older youth with behavior needs.

Action Items:

**Completed:*

--Southeast and Western Service Areas are utilizing Denials and Disruption Tracking/Database to address placement stability issues/needs. Other Service Areas will be implementing this tracking method in the future. Data from this system is shared with foster care agency providers.

-CQI Team provided additional data to each Service Area regarding placement changes in N-FOCUS.

**Planned:*

-CQI Team will provide additional data breakdown by adjudication, judge, and other variables to assist with identification of areas needing improvement

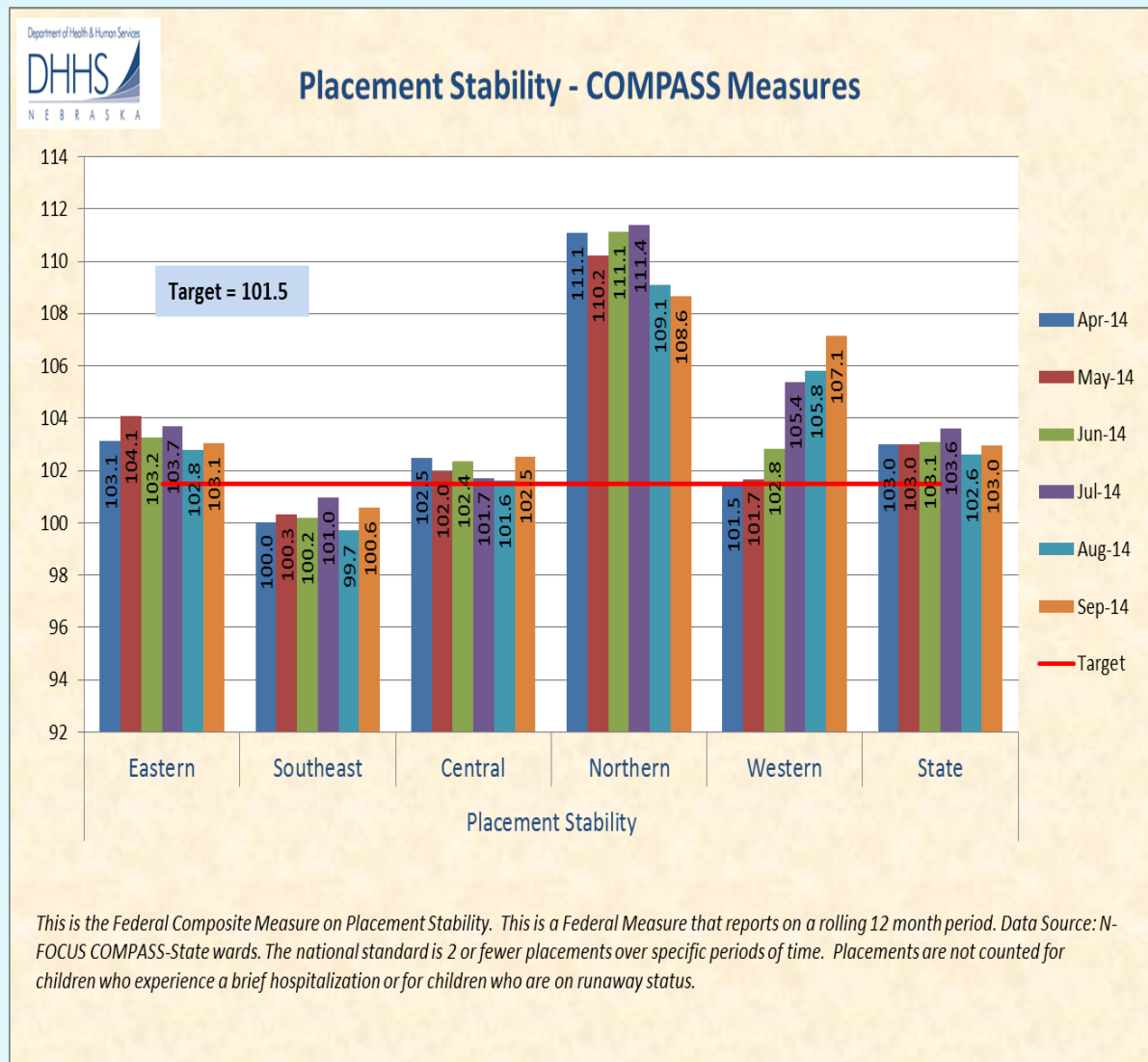
CQI Team Priority:

*Statewide External Stakeholder Team

*Eastern, Northern, Southeast and Western Service Areas.

*Refer to Local Service Area Action Plan Forms for detailed Action Items and Strategies for each Service Area.

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Quarterly (March, June, September, December)

Kinship Care for Out of Home Wards

Strengths/Opportunities:

Sept 2014: WSA has the highest percentage of wards placed in kinship care (61.3%). CSA has the lowest number of wards in kinship care (39.5%).

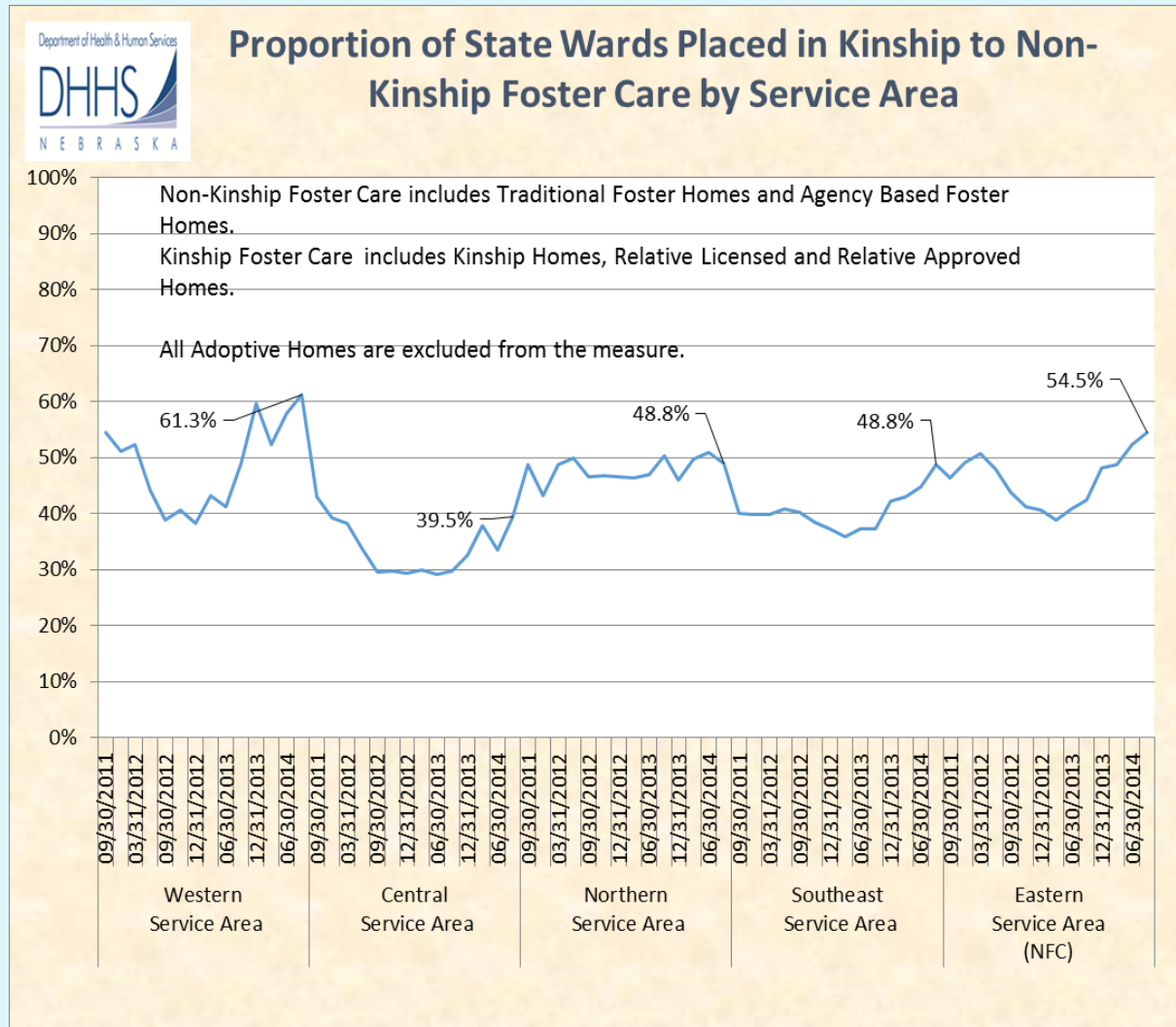
Barriers:

Action Items:

**Completed:*

**Planned:*

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Per LB 265 (July 2013) a "kinship home means a home where a child or children receive foster care and at least one of the primary caretakers has previously lived with or is a trusted adult that has a pre-existing, significant relationship with the child or children or a sibling of such a child or children...."

Safely Decrease the Number of OOH Wards by Moving Them Back to In-Home Care

Strengths/Opportunities:

Barriers:

Action Items:

**Completed:*

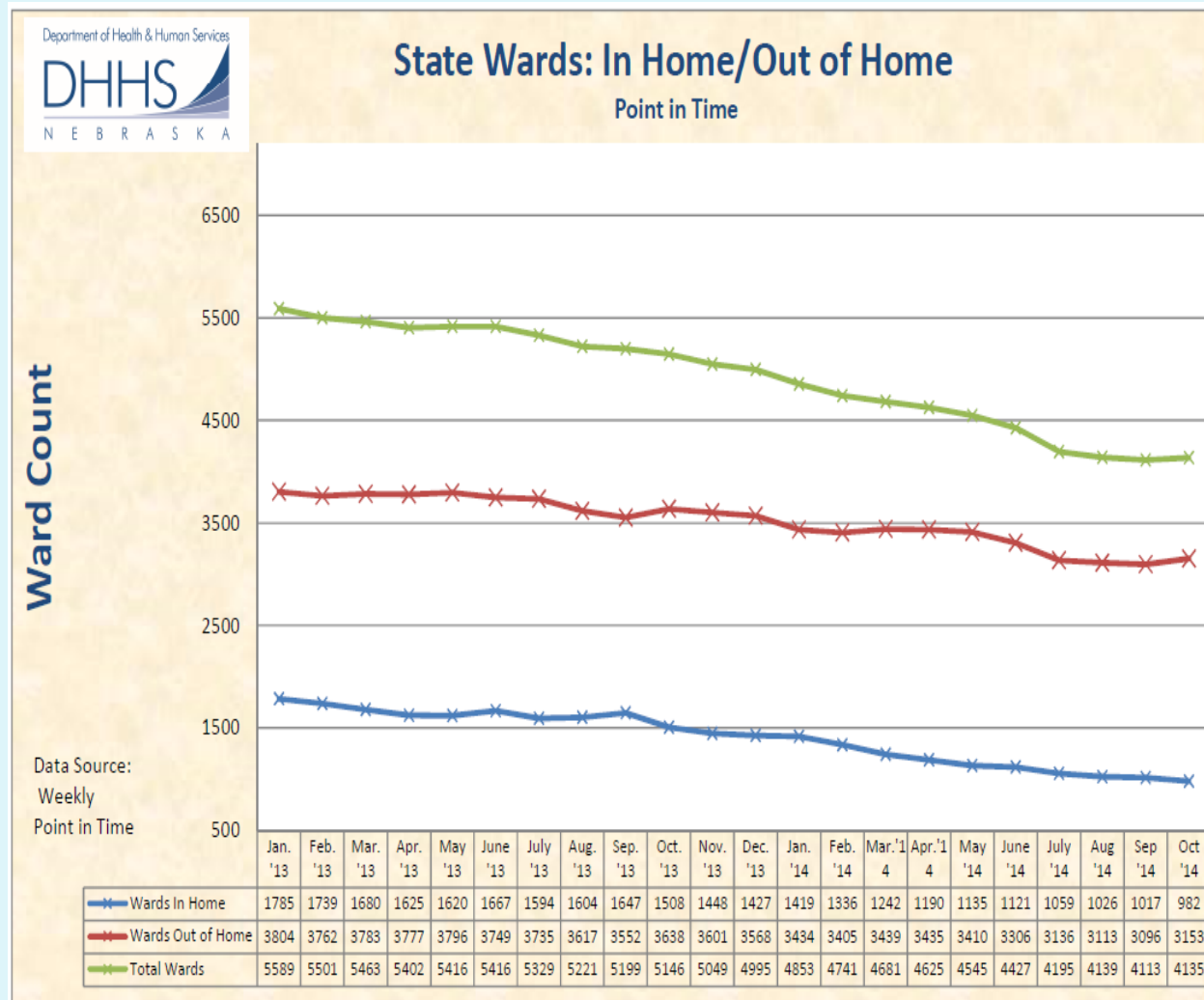
- 40 Day Focus Initiatives
 - A.) All wards living at home 60 days or more. 421 wards achieved permanency as a result of this initiative.
 - B.) All wards in out of home care over 180 days. 123 wards achieved permanency as a result of this initiative.
 - C.) OJS & 3B Youth. 228 wards achieved permanency as a result of this initiative.

**Planned:*

CQI Team Priority:

* Statewide

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



Data Review Frequency: Quarterly

Point in time report July 2014 OOH court wards using 2012 Claritas youth population < 19

Safely Decrease the Number of OOH Wards by Moving Them Back to In-Home Care

Strengths/Opportunities:

Oct 2014: WSA has the highest proportion of Out of home wards to in-home wards at 79.6%. CSA has the lowest proportion at 67.1%.

Barriers:

Action Items:

**Completed:*

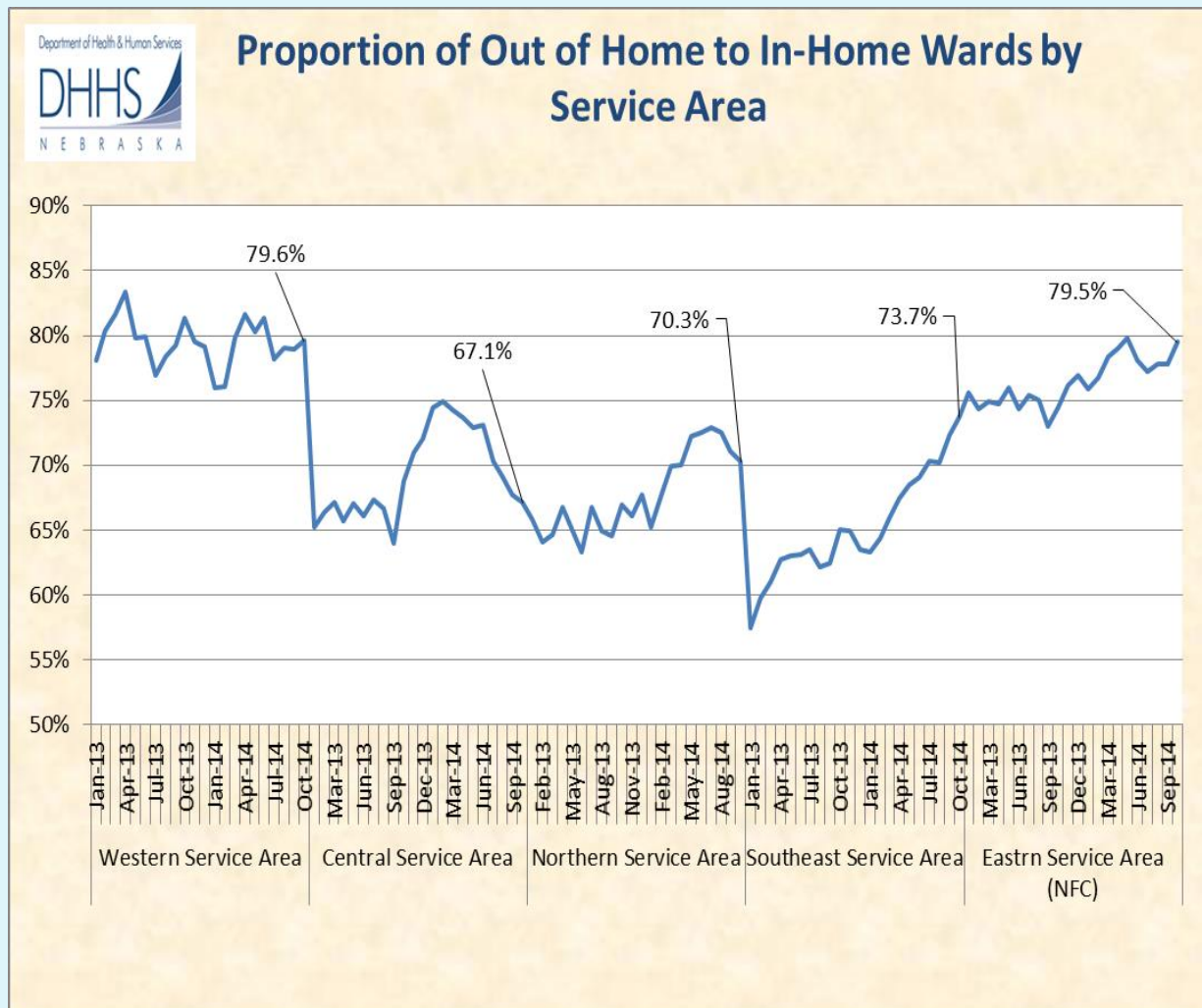
- 40 Day Focus Initiatives
 - A.) All wards living at home 60 days or more. 421 wards achieved permanency as a result of this initiative.
 - B.) All wards in out of home care over 180 days. 123 wards achieved permanency as a result of this initiative.
 - C.) OJS & 3B Youth. 228 wards achieved permanency as a result of this initiative.

**Planned:*

CQI Team Priority:

* Statewide

OUTCOME STATEMENT: Children Will Achieve Timely Permanency



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CHAPTER 4: HEALTHY CHILDREN

OUTCOME STATEMENT: CHILDREN WILL DEMONSTRATE POSITIVE WELL-BEING OUTCOMES

Goal Statement: Children will demonstrate improvements in Physical Health, Behavior Health and in Educational domains

AFCARS Youth Exiting to Emancipation

Strengths/Opportunities:

FY 2013:

-Overall decrease in the number of wards exiting to emancipation since Federal Fiscal Year 2012 (Decrease of 58 youth).

Barriers:

Action Items:

*Completed:

*Planned:

Data Review Frequency: Monthly

OUTCOME STATEMENT: Children Will Demonstrate Positive Well-Being Outcomes

3.4 Exits to Emancipation (%)

Nebraska: 2009, 2010, 2011, 2012, 2013

	2009	2010	2011	2012	2013
Children Age 12 or Younger at Entry	11.8	12.2	11	11.5	8.9
Children Older Than 12 at Entry	88.2	87.8	89	88.5	91.1
Missing Data	0	0	0	0	0
Number	330	304	301	304	246

Emancipation (AFCARS N-FOCUS Definition): Youth who exited out of home care and DHHS custody due to one of the following reasons: "Independent Living Achieved", "Reached the Age of Majority", "Marriage" or "Joined the Military".

Needs and Services for the Child (Educational Needs – CFSR Item 21)

Strengths/Opportunities:

Note: The CFSR review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.

Barriers:

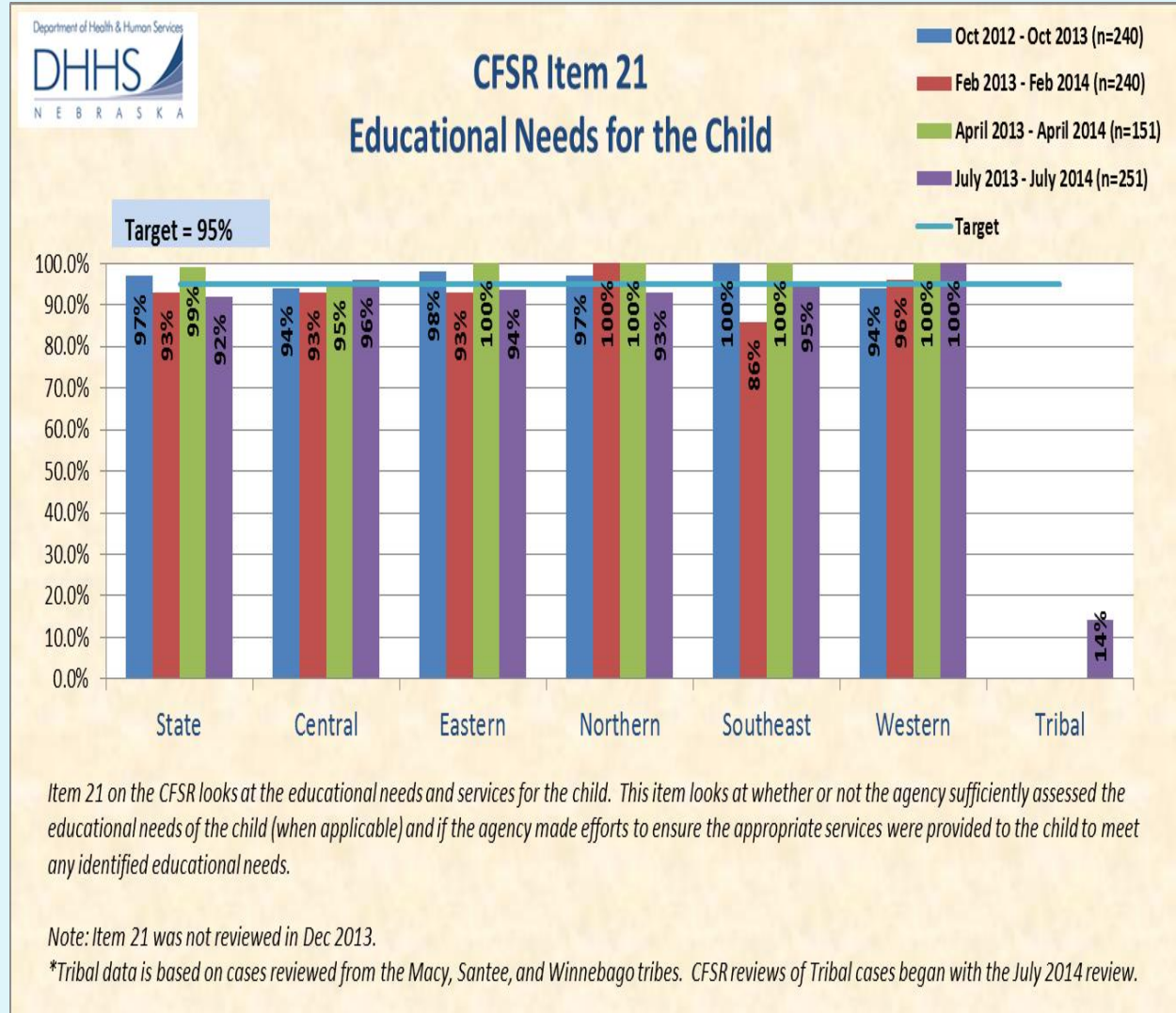
- Lack of documentation of efforts address child's poor performance in school.
- Lack of documentation addressing siblings of OJS or 3B youth.

Action Items:

**Completed:*

**Planned:*

OUTCOME STATEMENT: Children Will Demonstrate Positive Well-Being Outcomes



Needs and Services for the Child
(Physical Health Needs –
CFSR Item 22)

Strengths/Opportunities:

Note: The CFSR review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.

Barriers:

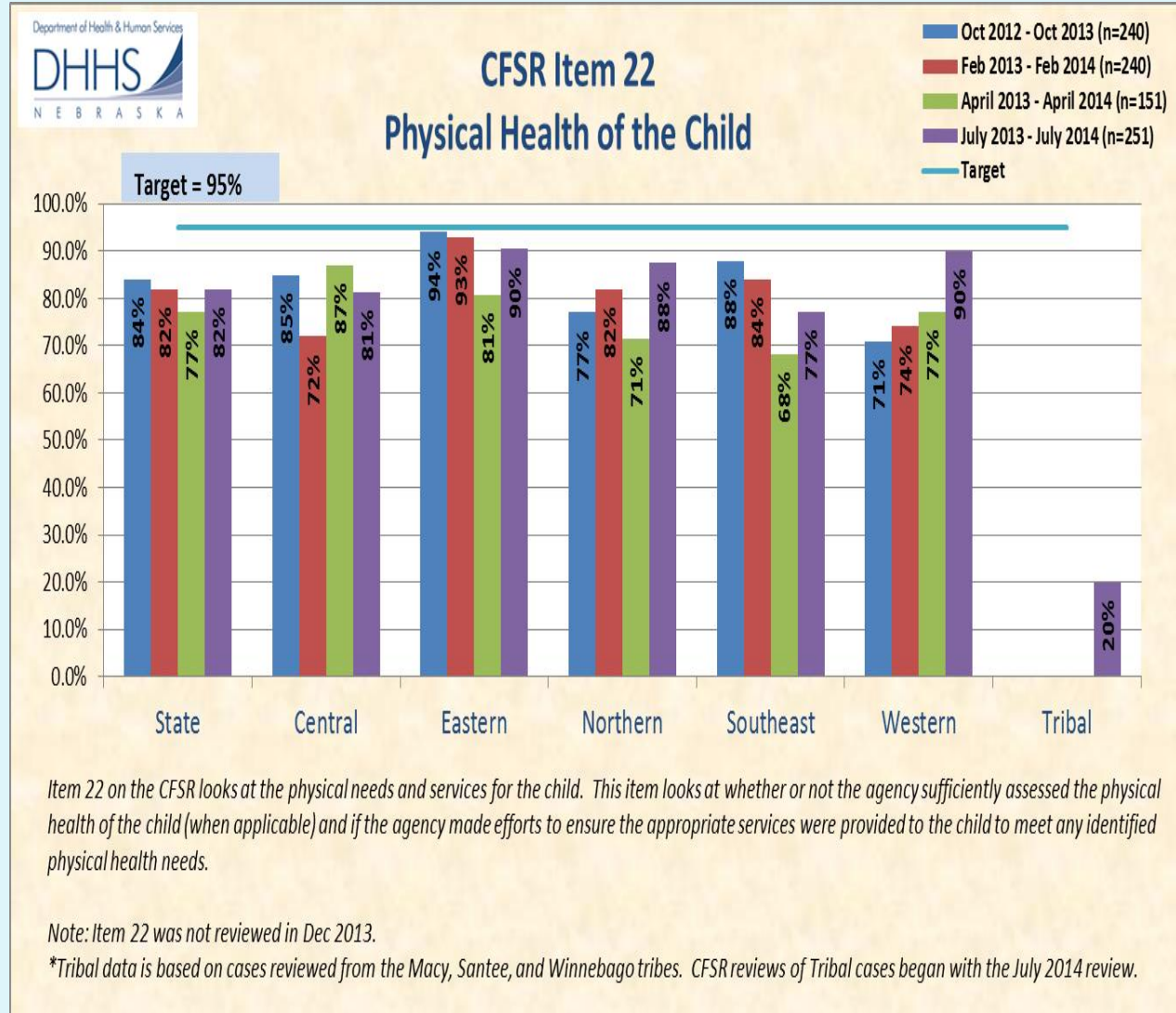
- Out of home Cases: Lack of documentation of a physical or dental exam and/or results from the exam during the PUR.
- In home Cases: Lack of documentation of assessment of physical health for cases that opened in the PUR due to concerns of physical abuse or medical neglect. Lack of documentation addressing siblings of OJS or 3B youth.

Action Items:

**Completed:*

**Planned:*

OUTCOME STATEMENT: Children Will Demonstrate Positive Well-Being Outcomes



Needs and Services for the Child (Mental/Behavioral Health Needs – CFSR Item 23)

Strengths/Opportunities:

Note: The CFSS review results are based on a review of N-FOCUS documentation and information obtained during phone interviews with the CFSS or FPS.

Barriers:

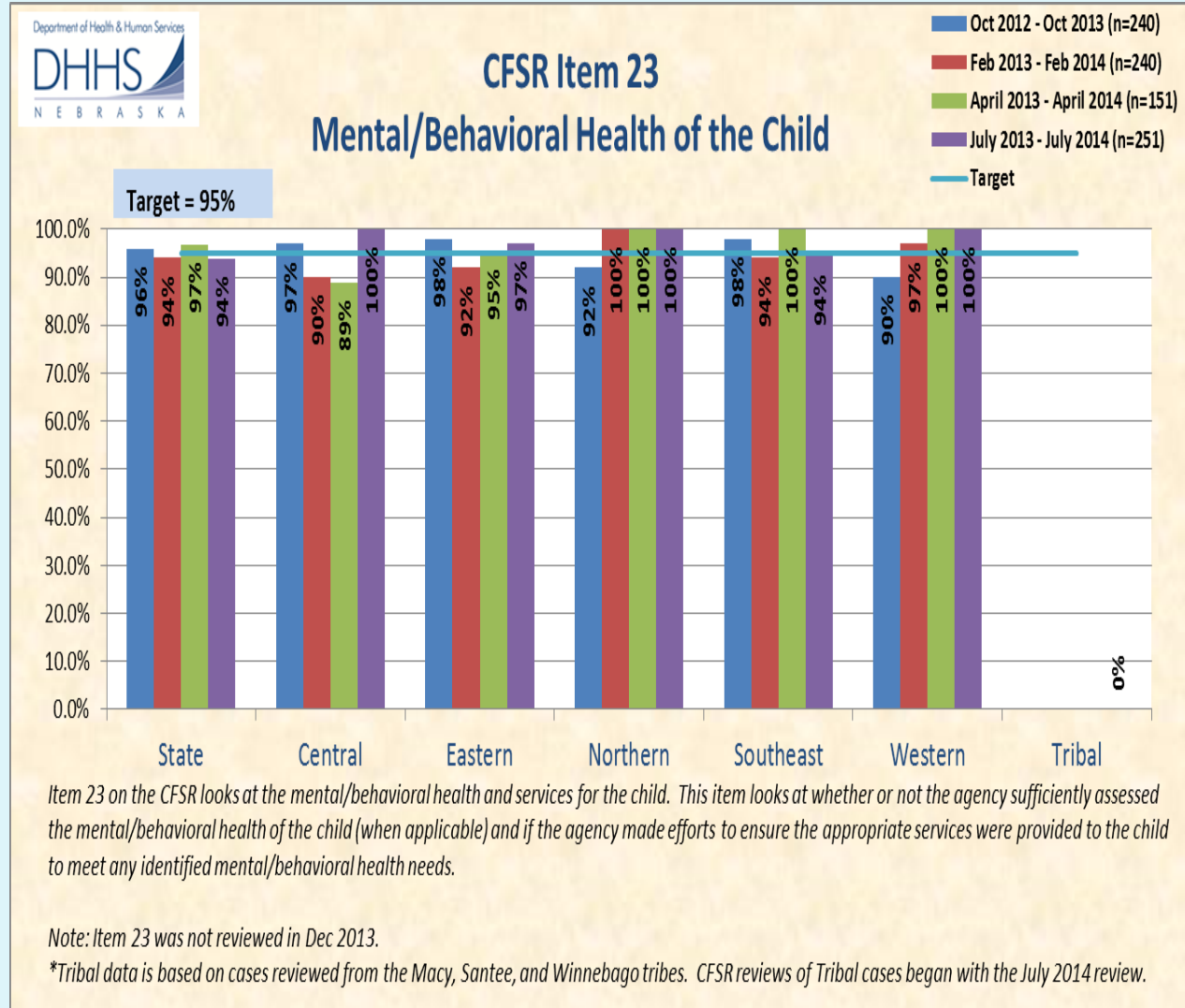
- Out of home Cases: Lack of documentation to support ongoing assessment of child's mental health needs upon return to the parent's home.
- In home Cases: Lack of documentation regarding siblings of OJS or 3B youth to determine if mental health needs are being addressed for those youth.

Action Items:

**Completed:*

**Planned:*

OUTCOME STATEMENT: Children Will Demonstrate Positive Well-Being Outcomes



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CHAPTER 5: WORKFORCE STABILITY

OUTCOME STATEMENT: THE DIVISION OF CHILDREN AND FAMILY SERVICES' WORKFORCE IS WELL-QUALIFIED, TRAINED, SUPERVISED AND SUPPORTED

Goal Statement: Build and support a stable workforce to promote positive outcomes for children and families

CFS Staff Vacancy Rate

Strengths/Opportunities:

Oct 2014: CFS vacancy rate increased to 9.5% and YSS I to 12.5% and YSS II to 14.7%

Barriers:

Action Items:

**Completed:*

**Planned:*

OUTCOME STATEMENT: The Division of Children and Family Services' Workforce is well-qualified, trained, Supervised and Supported

CFSS + CFSS/T														
Location	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14
CSA	8.8%	10.9%	7.3%	9.4%	1.9%	2.0%	0.0%	2.0%	11.8%	17.0%	13.0%	9.3%	1.8%	7.3%
ESA	6.5%	8.3%	8.3%	7.5%	10.4%	10.5%	14.3%	14.3%	11.2%	17.8%	14.5%	9.1%	10.0%	11.1%
NSA	20.5%	18.1%	8.9%	5.1%	5.3%	4.1%	2.8%	2.8%	7.0%	7.0%	11.3%	12.7%	15.5%	16.9%
SESA	6.2%	6.2%	3.1%	2.6%	5.2%	2.8%	6.3%	9.8%	13.2%	13.4%	10.4%	10.4%	3.2%	3.5%
WSA	12.7%	7.0%	8.5%	0.0%	4.8%	4.8%	0.0%	1.7%	0.0%	0.0%	3.6%	3.7%	1.9%	11.1%
Total	10.0%	9.4%	6.6%	4.6%	6.0%	5.1%	6.0%	7.7%	9.8%	12.1%	11.0%	9.5%	6.7%	9.5%
YSS I														
Location	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14
YRTC Geneva	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	10.0%	10.0%	10.0%	20.0%	10.0%	0.0%	10.0%
YRTC Kearney	6.7%	6.7%	13.3%	14.3%	13.3%	12.5%	6.7%	13.3%	20.0%	26.7%	21.4%	14.3%	14.3%	14.3%
Total	4.0%	4.0%	8.0%	8.3%	8.0%	7.7%	8.0%	12.0%	16.0%	20.0%	20.8%	12.5%	8.3%	12.5%
YSS II														
Location	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14
YRTC Geneva	6.7%	6.7%	6.7%	3.3%	16.7%	10.0%	16.7%	16.7%	13.3%	0.0%	3.3%	13.3%	16.7%	23.3%
YRTC Kearney	28.0%	30.6%	26.5%	26.0%	21.7%	17.4%	6.5%	19.6%	13.0%	17.4%	10.9%	10.9%	10.9%	8.9%
Total	20.0%	21.5%	19.0%	17.5%	19.7%	14.5%	10.5%	18.4%	13.2%	10.5%	7.9%	11.8%	13.2%	14.7%

*Date is effective as of first day of posted month

Data Review Frequency: Quarterly

Vacancies are allocated positions not filled, excluding frozen positions

NFC Staff Vacancy Rate

Strengths/Opportunities:

Sept 2014: NFC Vacancy Rate increased to 2.95%.

Barriers:

Action Items:

**Completed:*

**Planned:*

OUTCOME STATEMENT: The Division of Children and Family Services' Workforce is well-qualified, trained, Supervised and Supported

VACANCY RATES

Location	May14**			Jun14**			Jul14**			Aug14**			Sep14**		
	Vacant Positions	Total Positions	Vacancy Rate	Vacant Positions	Total Positions	Vacancy Rate	Vacant Positions	Total Positions	Vacancy Rate	Vacant Positions	Total Positions	Vacancy Rate	Vacant Positions	Total Positions	Vacancy Rate
NFC	16***	168	9.52%	21***	168	12.50%	11***	168	6.54%	4***	168	2.38%	5***	169	2.95%

Total Positions includes Family Permanency Supervisors and Family Permanency Specialists (based on 148 fully trained Family Permanency Specialists and 21 Family Permanency Supervisors)

***This does not include the Family Permanency Specialist Trainees

CFS Staff Turnover

Strengths/Opportunities:

Sept 2014: Increase in turnover percent for CFS Specialists. Decrease for CFS Supervisors.

Barriers:

Action Items:

**Completed:*

**Planned:*

OUTCOME STATEMENT: The Division of Children and Family Services' Workforce is well-qualified, trained, Supervised and Supported

Protection and Safety Turnover Percent*

Title	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	June 2014	July 2014	Aug 2014	Sept 2014
CFS Spec Trainee	5.13%	4.26%	4.88%	5.56%	3.33%	0.00%	0.00%	6.25%	0.00%	5.48%	6.32%	3.54%	1.98%
CFS Specialist	1.01%	1.78%	1.54%	0.00%	2.63%	1.81%	1.32%	2.71%	5.19%	2.07%	2.41%	2.20%	2.74%
CFS Supervisors	0.00%	0.00%	0.00%	0.00%	0.00%	1.50%	0.00%	1.47%	0.00%	1.47%	1.49%	1.52%	1.47%

Turnover Percent Sept 2014

Title	CSA PS	ESA PS	NSA PS	SESA PS	WSA PS
CFS Spec Trainee	0.00%	5.71%	0.00%	0.00%	0.00%
CFS Specialist	5.33%	0.65%	1.82%	3.19%	4.26%
CFS Supervisors	0.00%	6.25%	0.00%	0.00%	0.00%

Turnover Counts Sept 2014

Title	CSA PS	ESA PS	NSA PS	SESA PS	WSA PS
CFS Spec Trainee	0	1	0	0	0
CFS Specialist	2	0.5	1	3	2
CFS Supervisors	0	1	0	0	0

Aggregate Counts

Title	Total Employee	Term Employee	Turnover
CFS Spec Trainee	50.5	1	1.98%
CFS Specialist	310	8.5	2.74%
CFS Supervisors	68	1	1.47%

**Note: Turnover rates are calculated using filled positions at the end of the month and includes only those employees who left DHHS employment during that month. It does not include employees who transferred from one program or Division to another within DHHS. Turnover is as of the last day of posted month.*

NFC Staff Turnover

Strengths/Opportunities:

Sept 2014: Decrease in turnover for FPS.

Barriers:

Action Items:

**Completed:*

**Planned:*

OUTCOME STATEMENT: The Division of Children and Family Services' Workforce is well-qualified, trained, Supervised and Supported

NEBRASKA FAMILIES COLLABORATIVE TURNOVER PERCENT*												
Title	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
FPS Trainee	9.09%	0%	8.33%	9.09%	5.88%	0%	0%	0%	0%	4.54%	0%	10%
FPS	5.17%	2.43%	4.03%	3.87%	4.03%	3.20%	3.10%	2.32%	3.14%	2.20%	3.44%	2.81%
FP Supervisor	0%	0%	0%	5.55%	0%	0%	0%	0%	0%	0%	5.26%	0%

Aggregate Counts – September 2014			
Title	Total Employees	Term Employees	Turnover
FPS Trainee	10	1	10%
FPS	142	4	2.81%
FP Supervisor	21	0	0%

YRTC Staff Turnover

Strengths/Opportunities:

Sept 2014: Increase in turnover percent for Youth Security Specialist II.

Barriers:

Action Items:

**Completed:*

**Planned:*

OUTCOME STATEMENT: The Division of Children and Family Services' Workforce is well-qualified, trained, Supervised and Supported

YRTC Turnover Percent*													
Title	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	June 2014	July 2014	Aug 2014	Sept 2014
YOUTH SECURITY SPECIALIST I	0.00%	4.64%	4.87%	0.00%	0.00%	3.44%	2.35%	9.62%	0.00%	2.73%	0.00%	0.00%	0.00%
YOUTH SECURITY SPECIALIST II	7.78%	0.00%	3.10%	5.00%	3.11%	1.49%	3.26%	1.53%	2.99%	0.00%	1.51%	1.53%	4.74%

Turnover Percent Sept 2014		
Title	Geneva	Kearney
YOUTH SECURITY SPECIALIST I	0.00%	0.00%
YOUTH SECURITY SPECIALIST II	4.48%	4.88%

Turnover Counts Sept 2014		
Title	Geneva	Kearney
YOUTH SECURITY SPECIALIST I	0	0
YOUTH SECURITY SPECIALIST II	1	2

Aggregate Counts			
Title	Total Employee	Term Employee	Turnover
YOUTH SECURITY SPECIALIST I	20.8	0	0.00%
YOUTH SECURITY SPECIALIST II	63.30	3	4.74%

*Note: Turnover rates are calculated using filled positions at the end of the month and includes only those employees who left DHHS employment during that month. It does not include employees who transferred from one program or Division to another within DHHS. Turnover is as of the last day of posted month.

CHAPTER 6: SERVICE ARRAY

OUTCOME STATEMENT: CHILDREN AND FAMILIES HAVE ACCESS TO QUALITY SERVICES

Goal Statement: NE's service array will assess the strengths and needs of children and families and determine other service needs, address the needs of families in addition to Individual children in order to create a safe home environment, enable children to remain safely with their parents when reasonable, and help children in foster care and adoptive placements achieve permanency (Federal Systemic Factor-Service Array).

Service Array

Data will be available in the near future.

CHAPTER 7: COORDINATION/ COLLABORATION/ COMMUNICATION

**OUTCOME STATEMENT: THE CHILD WELFARE SYSTEM
WILL BE STRENGTHEND THROUGH THE
COLLABORATIVE EFFORTS OF MANY**

Goal Statement: When implanting the provisions of the CFSP, DCFS will engage and have ongoing consultation with tribal representatives, consumers, service providers, foster Care, providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals and objectives of the CFSP (Federal Systemic Factor-Agency Responsiveness to the Community).

Coordination/Collaboration/Communication
Data will be available in the near future.

CHAPTER 8: FINANCING

OUTCOME STATEMENT: MAXIMIZE FEDERAL TITLE IV-E FUNDING FOR FEDERALLY ALLOWABLE SERVICES FOR IV-E ELIGIBLE YOUTH.

Goal Statement: Prospectively address unresolved Title IV-E claiming concerns previously identified through audit findings and department deferral or disallowance Correspondence.

Financing

Data will be available in the near future.

CHAPTER 9: INDIAN CHILD WELFARE

OUTCOME STATEMENT: NATIVE AMERICAN CHILDREN ARE SUPPORTED THROUGH A SUBSTANTIAL ON-GOING AND MEANINGFUL COLLABORATION BETWEEN THE TRIBES AND DCFS

Goal Statement: DCFS will actively provide the Tribes with technical and analytical case management support to ensure the Tribes have information and training necessary to ensure their casement management activities are timely and effective.

***See Tribal CQI Document for Outcome Measures**

Indian Child Welfare

Data will be available in the near future.

CHAPTER 10: ORGANIZATIONAL EXCELLENCE

OUTCOME STATEMENT: DCFS IS A SELF-DIAGNOSING AND SELF-CORRECTING SYSTEM

Goal Statement: Quantitative and qualitative data measures will be used to evaluate and improve performance, guide decision-making, enhance transparency and strengthen accountability

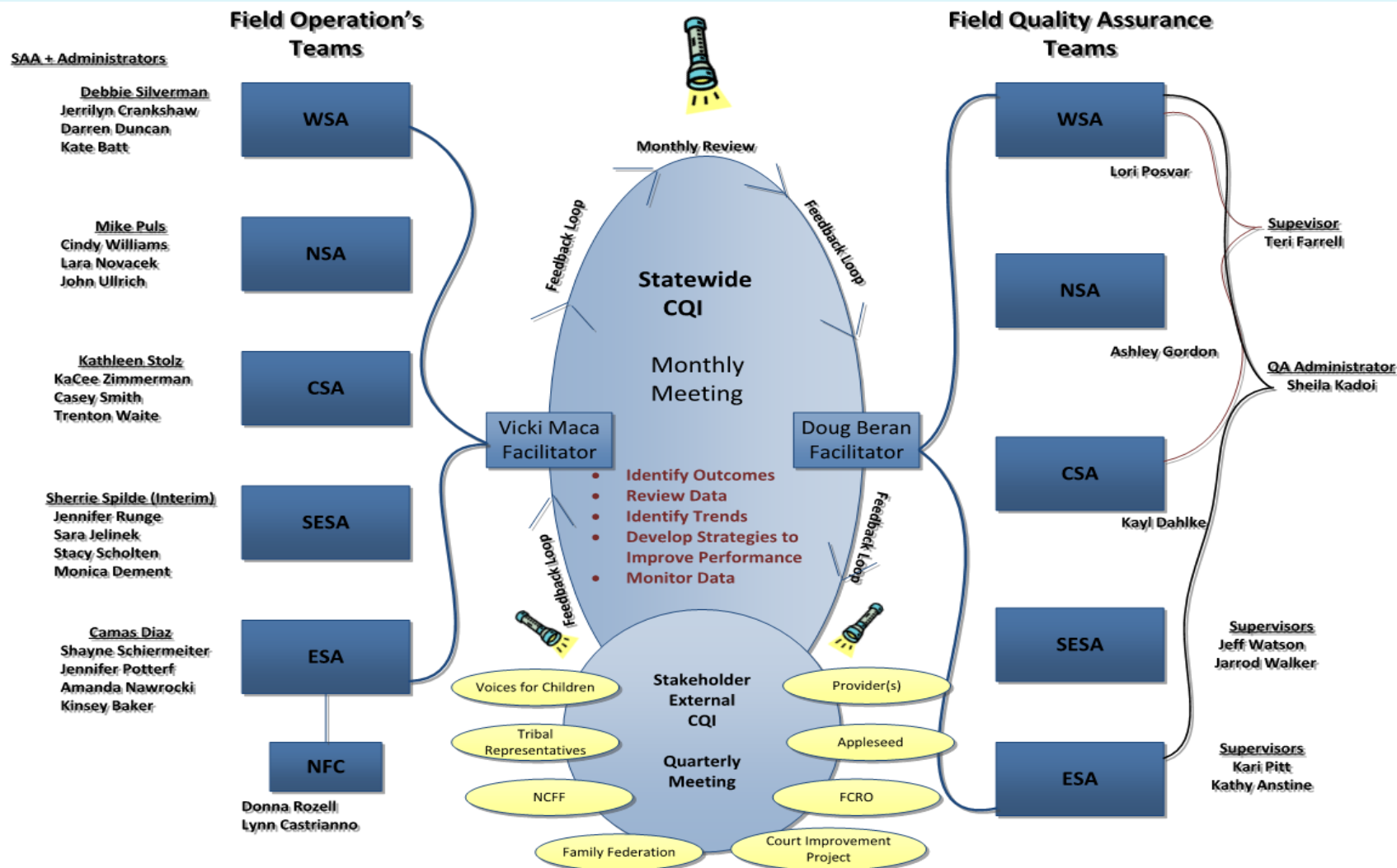
Schedule of Discussion Subjects 2014

- January 23 – ½ day CQI then Stakeholder CQI
 - Process Measures
 - Federal Results (COMPASS)
 - Intake / SDM Fidelity
 - Dictation Update
 - Barriers to Permanency
 - Quality Case-management discussion
- February 27
 - Process Measures
 - Intake / SDM Fidelity
 - Caseload/Turnover/Vacancy
 - Operations Data
 - Non-Court Data Discussion
 - Quality Case-management discussion
- March 27
 - Process Measures
 - Intake / SDM Fidelity
 - Quality Case-management discussion
 - ESA Local CQI Update
 - SESA SDM Process Improvements
- April 24 - ½ day CQI then Stakeholder CQI
 - Process Measures
 - Intake / SDM Fidelity
 - Federal Results (COMPASS)
 - Quality Case-management discussion
- May 29
 - Process Measures
 - Intake / SDM Fidelity
 - Turnover/Vacancy
 - Caseload/Turnover/Vacancy
 - Quality Case-management discussion
 - WSA Local CQI Update
- June 26
 - Operations Plan
 - Process Measures
 - SDM Fidelity
 - New methods to assess Fidelity
 - Safety Assessment Analysis
 - Well-being
 - Out-of-State and Caseplan Analysis
 - Quality Case-management discussion
- July 24 - (Federal Partners in Attendance)
 - Process Measures
 - CFSR Items 1-23 results and 2017 path to progress
 - SDM Fidelity
 - Operations Data
 - Quality Case-management discussion
 - Federal Indicators
- August 28 ½ day CQI then Stakeholder CQI
 - Process Measures
 - SDM Fidelity
 - Caseload/Turnover/Vacancy
 - Quality Case-management discussion
- September 25
 - Process Measures
 - NSA CQI Discussion
 - Intake / SDM Fidelity
 - LB-1160 Survey results
 - Quality Case-management discussion
- October 23 - ½ day CQI then Stakeholder CQI
 - Process Measures
 - Operations Data
 - Intake / SDM Fidelity
 - Federal Results (COMPASS)
 - Quality Case-management discussion
 - CSA Local CQI Update
- November 20
 - Process Measures
 - Intake / SDM Fidelity
 - SESA CQI Discussion
 - SDM Fidelity
 - Quality Case-management discussion
- December
 - No Meeting this month

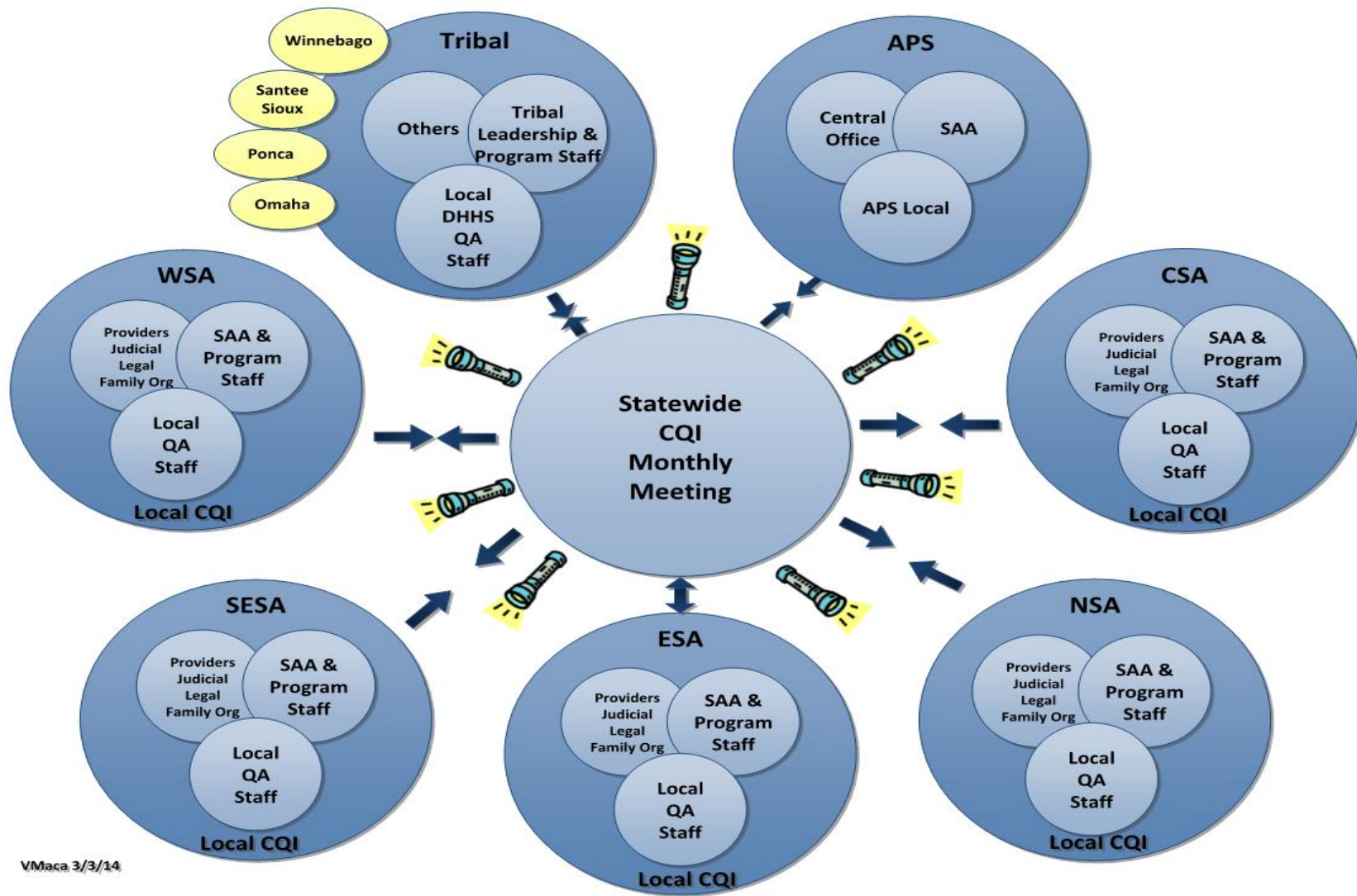
Federal IM 12-07

- **CQI Structure**
 - Statewide Quality Assurance program with autonomous oversight and dedicated staff
 - Continual training of CQI staff is occurring and QA is collaboratively working with Policy, Training and Administrators to ensure QA's decisions are based upon common policy and to help policy with Administrator's situations
 - Written policies and procedures are being updated and produced where they don't exist
- **Quality Data Collection**
 - Common data collection and measuring process statewide
 - All QA staff are trained and utilize the same QA Tools
 - CFSR reviews are performed by the same staff and reported consistently
 - 2nd level reviews occur on all processes to ensure consistent QA and learning opportunities
- **Case Record Review Data and Process**
 - Quality unit is responsible for all case reviews
 - Case review system has been developed to randomly select cases statewide, provide the QA person with correct review questions and stores results in a non-editable location.
 - Case review system has been modified to allow for testing of specific CFSR questions by service area as needed and generate an email to the worker.
 - Inter-rater reliability testing is ongoing to ensure consistent scoring.
- **Analysis and Dissemination of Quality Data**
 - Statewide case review system has been developed to review all cases selected for review
 - Data is reported statewide and by service area
 - An extensive array of performance reports are created and distributed at monthly CQI meeting
- **Feedback to Stakeholders**
 - Results are used to inform training, policy, stakeholders, community partnerships and others as a means to identify and communicate improvement opportunities and areas of strength
 - Supervisors and field staff understand how results link to daily casework practices; results are used by supervisors and field leadership to assess and improve practice.
 - First stage of CQI communications is monthly Statewide CQI meeting. Second stage of CQI communications is local CQI meetings. At the local level 4-6 areas of improvement have been selected and structured teams created to analyze the results and identify improvement opportunities.

Statewide CQI Process



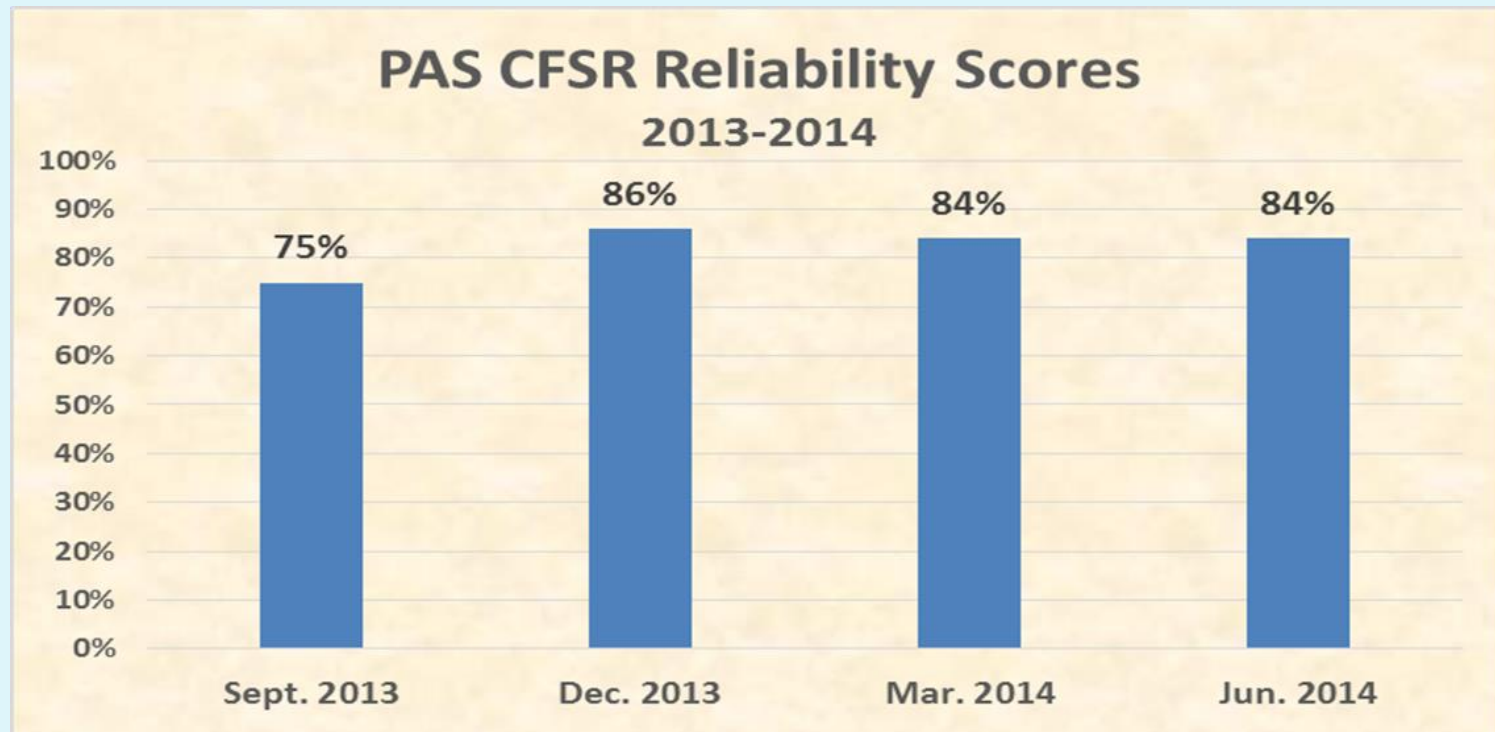
Local CQI Process



Inter Rater Reliability Program

CFSR Reviewers - Reliability Score

- The following is a chart that illustrates the last 4 CFSR team reliability scores for the Protection and Safety Program Accuracy Specialists.



Information System

Strengths/Opportunities:

Barriers:

Action Items:

CQI Team Priority:

- Central Service Area

*Refer to Local Service Area or Tribal Action Plan Forms for detailed Action Items and Strategies for each Area/Tribe.

Outcome: The statewide information system is functioning as expected and state can readily and accurately identify the status, demographic characteristics, location and goals of the placement for every child who is in foster care?



Insert Chart with data from verifications completed during the monthly CFSR phone interviews.

Data will be available in December 2014.

Data Review Frequency: Monthly



Data for Systemic Factor #19 (Information System). Data added to CQI document on Dec 2014

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